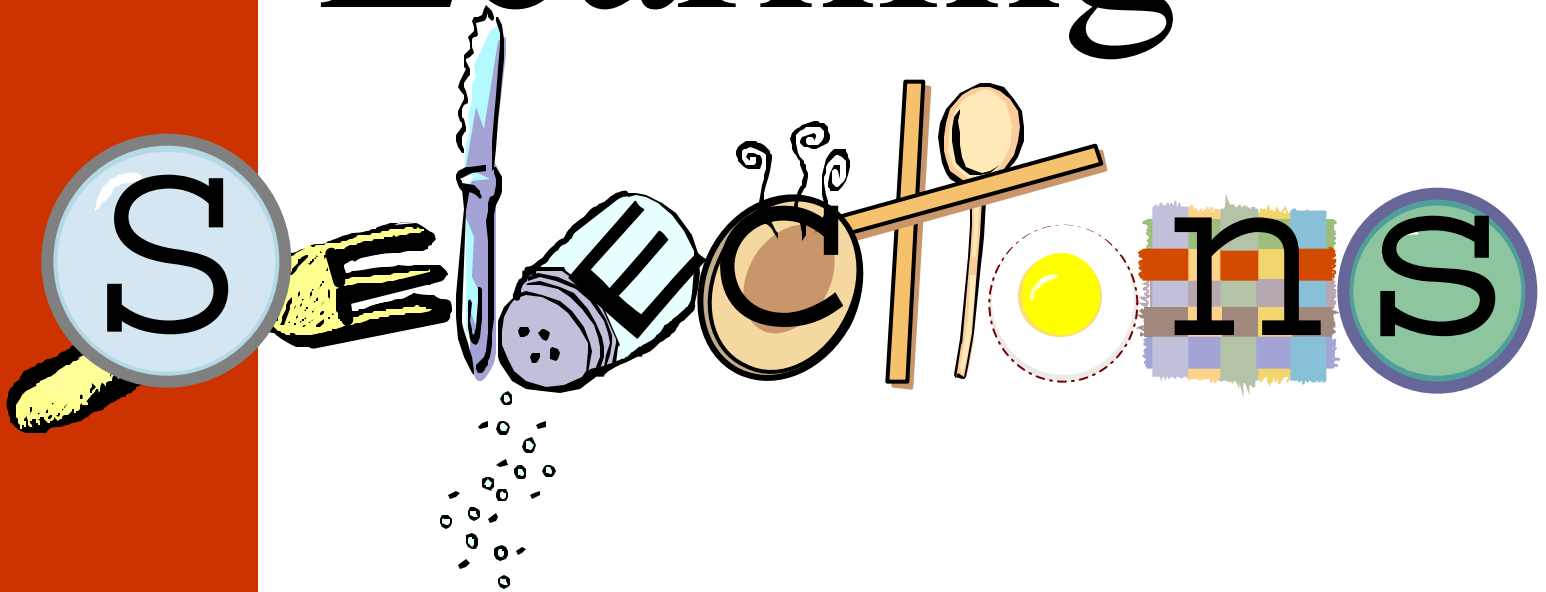


Learning



Satisfy Your
Taste for Learning



PERSONNEL DEVELOPMENT SEMINARS (PDS)
2003 - 2004 COURSE CATALOG



Personnel Development Seminars (PDS)
Grimes Building
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Des Moines, IA 50319-0150

Phone (515) 281-5456 Fax (515) 242-5152
www.state.ia.us/idop/Learn_at_PDS/traininghome.htm

June 2003

Dear State Employee:

Twenty-five years ago, in 1978, Governor Robert Ray appointed a task force to study and recommend future directions in management and supervisory training. On December 8, 1978, this task force recommended the establishment of, what would later become, Personnel Development Seminars (PDS).

We've gone through a name change, personnel changes, and even department changes. But one thing remains constant over the past 25 years – PDS' desire to bring Iowa state employees the most applicable, most affordable, and highest quality training and development services available.

As we celebrate our silver anniversary, PDS continues our tradition of service by offering new courses, new programs, and new delivery methods designed with you in mind. This year's course catalog, **Learning Selections**, provides you with many opportunities to satisfy not only your *taste* for learning, but your *need* for learning, too. Among the selection in this year's catalog, you will find the tools you need to improve your skills and develop new ones in order to compete, survive, and thrive in today's challenging work environment, including:



Accountable Government Act (AGA) courses



eLearning opportunities



Applied Business Series (ABS) certificate



Quality in Rulemaking Academy

Looking back over the past 25 years, we thank you for inviting us to be a part of your work to deliver excellent and efficient services to all Iowans. And, looking forward, we are eager to expand on the learning foundation we have established together with you, the employees and departments of Iowa state government.

Sincerely,

The Staff of Personnel Development Seminars

Cathy Mallard

Jon Nelson

Sallie Nostwich

Suzie Reicks

Lois Schmitz

**Personnel Development Seminars (PDS)
Learning Selections Course Catalog
2003-2004**

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General Information

Enrollment Information

Registration Form: Register for Personnel Development Seminars' (PDS) courses by completing a course registration form (see page 17), obtaining the appropriate signatures, and submitting the signed form to your agency's Training Liaison. Each agency will approve or deny training requests. This form must then be forwarded to PDS by mail or fax. **The PDS fax number is 515-242-5152.**

Suggested Eligibility: Most PDS courses have a notation of recommended eligibility. It is up to individual agencies to approve or deny course enrollments based on recommended eligibility. Codes are as follows:

ALL - Any state employee is eligible to attend these courses.

A - Administrative Support: These courses are designed for any staff involved in the administration and/or support of department program functions.

E - Executive: These courses are designed for division administrators and upper-level executives.

M - Management: These courses are designed for those who supervise subordinate classifications, or those who have broad program management or upper-level administration responsibilities.

P - Professional/Technical: These are courses dealing with the general skills and knowledge frequently required of middle and upper-level, nonmanagement classifications. Individuals in professional classifications are eligible for these classes.

S - Supervisory: These courses are designed for individuals who have been given the authority by management to direct the work of employees, and to hire, evaluate, reward, promote, transfer, layoff, recall, process grievances, and discipline employees.

Computer Course Skill Levels: In order to get the most out of training, it is important to attend the course that best fits your needs. This is especially true in computer courses. Attending a course that is above or below your skill level will hinder your ability to learn.

To help you know which computer course is right for you, see the course description for prerequisite courses needed, if any. Additionally, all computer courses have a skill level indicated based on the scale below:

Level 1: These courses are designed for participants with little or no knowledge of the specific topic.

Level 2: Requires a general knowledge of computers and specific operating systems (e.g., Microsoft Windows).

Level 3: Participants in these sessions should have a working knowledge of, and substantial experience with, the specific applications.

Level 4: These courses are designed for the high-end software and technical user.

Computer Software Versions: All computer software courses will be taught using the latest version available. For instruction in older versions, please request a Special Session or indicate your version to the instructor so that differences can be noted in class.

To Be Arranged (TBA) Courses: Some courses listed in the catalog do not have session dates indicated. Dates for these courses will be arranged when enough people register for the course. The minimum number of participants needed is indicated on the course calendar by the course title.

How To Enroll in a TBA Course: If you would like to enroll in a TBA course, simply complete the registration form as you would for other courses. Under "Date Preference," just write "TBA." Your Training Liaison will enroll you for the course and notify you when a date has been arranged.

Microsoft, MS, and MS-DOS are registered trademarks and Windows is a trademark of Microsoft Corporation. All other brand or product names are trademarks or registered trademarks of their respective companies.

General Information

Course Notifications

Confirmation and Cancellation Notifications: Course notifications including the course title, instructor, date(s), starting and ending times, location, and any required prework will be forwarded to department Training Liaisons for distribution a minimum of **two (2) weeks** before the course date. In the event of a course cancellation, PDS will contact Training Liaisons or course enrollees.

Cancellations Due to Low Enrollment: PDS reserves the right to cancel a course when the minimum number of enrollees is not met or if an emergency arises that prevents the training session from running.

Cancellations Due to Weather Conditions: For your safety and convenience, if you are traveling to attend a training session and the weather forecast or road conditions seem questionable, please call your Training Liaison or PDS at (515) 281-5456 to ensure the course has not been cancelled.

Attendance

Attendance Policy: Employees receiving course confirmations are expected to attend the entire course and to complete a course evaluation form. **Participants absent more than 30 minutes in a training session will not receive credit for course attendance.** This will be evaluated on a case-by-case basis.

Social Security Number: Some participants have questioned the use of providing social security number information on the class attendance list. Although this information is used solely by PDS to update employee course history information, we have changed the class attendance list and now require only the last four digits of participants' social security numbers.

Participant Cancellations

Courses Costing \$99.00 or Less: Participant cancellations must be received by PDS at least five (5) working days in advance of the course date. Enrollees may be excused for personal or job emergencies or illness when these are communicated **BY THEIR SUPERVISORS** to PDS prior to, or during, the course for which they are enrolled. Departments can also send replacements to avoid being billed for a cancellation, but please make sure that the information is communicated to PDS for proper billing.

Courses Costing \$100.00 or More: **ANY** enrollment cancellation received after the course has been confirmed will be billed to your department. Courses are generally confirmed a minimum of two weeks prior to the course date. Departments can also send a replacement to avoid being billed for a cancellation, but once again, please make sure that information is communicated to PDS for proper billing.

On-site Training

Special Sessions: Many times it is important for employees who work together to attend training together. Sometimes entire departments receive new computer software and need all of their employees trained. PDS can meet your particular training needs by arranging **Special Sessions** of catalog courses. All PDS catalog courses are available as Special Sessions.

Know Your Training Needs: It can be difficult to know exactly what course best meets the needs of employees. Take some time to read through the course descriptions so you will know what is available. Many PDS courses can be customized to meet your needs. If you don't see what you need, give us a call. We can arrange tailor-made training just for you.

Know Your Computer Training Needs: Before arranging computer courses, know the software that you use, the version number, the skill level needed (for example, basic, intermediate, or advanced) and the operating system (e.g., Microsoft Windows 2000, etc.). Call PDS if the computer software package you need is not in the catalog. PDS can arrange Special Sessions of many software packages not listed.

General Information

Determine the Number of Participants: As a guideline for determining if you have enough participants for a Special Session, use the minimum number listed by each course title on the Course Calendar (pages 19-29). If you do not have enough participants to meet the minimum, check with PDS. Arrangements may still be made if there are other agencies with a similar request.

Schedule as Soon as Possible: Some of PDS' courses have a greater demand as Special Sessions than others and some months are busier for Special Sessions. PDS tries to arrange Special Sessions with the quickest turn-around time possible, but in some cases, requested training dates may not be available. As soon as you know of upcoming training needs, call PDS so we can work with you to meet your time frames.

How to Arrange a Special Session: To arrange a Special Session, please contact your department's Training Liaison or call PDS at (515) 281-5456.

Continuing Education Units (CEUs)

Accreditation Process: PDS has received many inquiries regarding awarding Continuing Education Units (CEUs) for our courses. We have researched the accreditation process for CEUs and its applicability to our courses.

Each licensing board has its own criteria for issuing CEUs. Some boards preapprove courses while other boards require a written submission for accreditation after attendance. Several PDS courses have been awarded CEU credit by various boards via this post course submission process.

How to Obtain CEUs: If you need CEUs to maintain a professional license, contact your licensing board to determine the procedure used.

How to Turn Training into Learning

To Managers and Supervisors

How often have you gone to a training program and wondered why you were there? It happens often and chances are it has happened to you or your employees. Research suggests that when supervisors or managers discuss with their employees what the employee is expected to do and learn through training, the training is more effective.

Before meeting with your employees to discuss their training needs, think about your organization's vision, mission, and goals. What role do your employees play in achieving those goals and, ultimately, the mission and vision? What skill gaps exist that keep your employees from achieving those goals? Look through PDS' course catalog to find the courses that will best cover the skill gaps you identified. Use the "Competencies and Courses: Linking Needs to Solutions" section on the next few pages to help you identify courses by competency areas.

Once you have identified the needed courses, meet with your employees to discuss expectations. Use this short guide below to assist you in your conversations.

Pre-Training Conversation

A participant will benefit more from attending a training program if you show an interest in his or her participation and talk about the upcoming training together. Here are some suggestions for this discussion:

1. Inform the employee of the programs he or she will be attending well in advance and discuss why the employee was chosen to attend. Ideally, a training plan is in place that details the employee's training for the year.
2. Become familiar with the objectives and content of the training courses so you can provide a summary to the employee.
3. Let the employee know what you expect him or her to gain by attending training. Relate your expectations to the course objectives, specific job responsibilities, and your organization's mission.
4. Ask the employee to think of any workplace situations that may relate to the training. Doing this will allow the employee to develop an understanding of his or her purpose in training.
5. Assure the employee that arrangements have been made so he or she may attend the training without unnecessary worries.
6. Plan on discussing the program when the employee returns. Show that you are interested in how this training will affect his or her work environment.

Post-Training Conversation

If you want your employees to get the greatest benefit from training, talk to each participant about it once the course is completed. Schedule time to talk, free from distractions and interruptions. Here are some suggestions for discussion:

1. Welcome the employee back. Ask how he or she feels about the training received and if it measured up to his or her expectations.
2. Ask the employee to tell you what was learned.
3. Ask how he or she intends to use this new knowledge or skill (look for concrete suggestions). Try to get commitments from the employee to apply this information to the job.
4. Suggest that the employee share worthwhile materials or concepts with the other staff.
5. If the employee was given post class assignments, discuss how the ideas from these assignments can be used in your workplace.
6. Routinely check back with the employee over the following three to six months to make certain that he or she is following through with plans and ideas. Give the employee responsibility for the knowledge gained through training.
7. If your employee experienced any difficulty in training, ask him or her to report this directly to you and your department's Training Liaison. Urge your employee to include specific reasons why the training was not what was hoped for or expected. This is valuable and needed information for PDS. Participant feedback helps us continually improve the programs we offer.

By taking some time to plan your employees' training and development, you are helping to ensure your organization achieves its goals, mission, and vision.

Competencies and Courses: Linking Needs to Solutions

All PDS courses (except Computer Skills courses) are linked to key competencies and behavioral indicators. Competencies are observable and measurable knowledges, skills, and behaviors that must be applied to achieve results aligned with the goals of the organization.¹ These key competencies and behavioral indicators were researched and defined by the Capacity Building Team for the Partners in Progress Quality Improvement Team.²

The key competencies can be used as building blocks to developing meaningful knowledges, skills, and work behaviors that contribute to the success of organizations. Use them to identify training courses that map to the competencies you or your employees need to develop. See below for a complete list of the competencies and their definitions.

Interpersonal Skills (IS)

Collaborating and Building Partnerships: The ability to maximize formal and informal working relationships with customers, unions, suppliers, local and federal government, private business, communities and other key stakeholders to achieve goals. Internal collaboration occurs across the enterprise, agency, division and individual work unit lines and sometimes involves the use of cross-functional teams. Partnerships improve the flexibility, responsiveness, efficiency, and achievement of results within state government.

Conflict Management and Resolution: Manages and resolves conflicts, confrontations, and disagreements in a positive and constructive manner to minimize negative personal impact.

Consensus Building: The ability to facilitate a group or team to reach agreement where an idea or proposal is acceptable enough so that all members can support it.

Decision Making: Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.

Facilitating Change: Realizes that change is an ongoing part of the environment. Transitions the organization to capitalize on change opportunities to achieve improved results.

Guiding Decision Making: Ability to recognize and define a problem, gather facts using problem-solving tools, develop possible solutions, analyze each potential solution, compare the outcome of each solution, and select the best solution to solve the problem.

Influencing/Negotiating: Persuades others; develops networks and coalitions; gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions; builds consensus through give and take.

Listening: Receives, attends to, interprets, and responds to verbal messages and other cues, such as body language, in ways that are appropriate to listeners and situations.

Oral Communications: Expresses ideas and facts to individuals or groups effectively; makes clear and convincing oral presentations; listens to others; facilitates an open exchange of ideas.

Relationship Building: Shows understanding, friendliness, courtesy, tact, empathy, cooperation, concern, and politeness to others; relates well to different people from varied backgrounds and different situations.

Employee Development (ED)

Coaching, Mentoring, and Counseling: Provides feedback to employees by the use of praise for good performance and by identifying opportunities for improvement in order to achieve desired goals.

Developing Learning Opportunities: Supports the achievement of organizational objectives, through training and education. Builds employee knowledge, skills, and capabilities and contributes to improved employee performance. Learning opportunities exist in formal settings (classroom), as well as informal settings (daily work).

¹ Competency Project Committee, "Competency-based Human Resource System, Project Report and Recommended Implementation Strategy," September 2001.

² A report by the Capacity Building Team, "Leadership for Iowa State Government," December 1999.

Competencies and Courses: Linking Needs to Solutions

Employee Well-Being: Maintains a work environment and an employee support climate that contributes to the well-being, satisfaction, and motivation of all employees. Includes workplace health, safety, and ergonomic factors, as well as benefits and policies. The work climate considers and supports the needs of a diverse work force.

Empowerment: Establishes and reinforces an environment that encourages employee initiative, decision-making, and innovation. Supports organizational and employee learning.

Job Design: Designs, organizes, and manages work and jobs to promote cooperation and collaboration, individual initiative, innovation, and flexibility, and to keep current with customer needs.

Performance Management: Understands and is proficient in the systematic and data-oriented approach to managing people at work that relies on positive reinforcement as the major way to maximize performance. An ongoing, proactive effort designed to facilitate getting work done and to develop worker capability. Compensation, recognition, and related reward/incentive practices reinforce high performance.

Recruitment and Selection: Identifies characteristics and skills needed by potential employees and recruits, and hires based on these criteria. Hiring decisions take into account key performance requirements, diversity of the community, and fair workforce practices.

Team Building: Manages group processes; encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.

Information and Analysis (IA)

Financial Management: Prepares, justifies, and administers the budget for program areas. Plans, administers, and monitors expenditures to ensure cost-effective support of programs and policies.

Information Management and Organization: Identifies needs. Gathers, organizes, and maintains information. Determines the importance and accuracy of the information and communicates it to the appropriate audiences by a variety of methods.

Reading and Comprehension: Learns from written material by determining the main idea or essential message. Recognizes correct English grammar, punctuation, and spelling.

Resource Management: Selects, acquires, stores, and distributes resources such as materials, equipment, or money.

Technical Competence: Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise (e.g., engineering, physical science, law, or accounting). Maintains credibility with others on technical matters. Stays current on new developments and trends within the area of expertise.

Technology Management and Application: Integrates technology into the workplace by selecting and understanding procedures, machines, or tools that will produce the desired results. Develops strategies using new technology to manage and improve program effectiveness. Understands the impact of technological changes on the organization. Identifies or solves problems in machines, computers, or other technologies as they are related to performing tasks.

Written Communications: Uses correct English grammar, punctuation, and spelling to communicate thoughts, ideas, information, and messages in writing. Expresses facts and ideas in writing in a succinct and organized manner.

Customer Focus (CF)

Customer Focus and Service: Knows that quality is defined by the customer, therefore, products and services are designed by working closely with customers and measuring performance in meeting their needs and expectations. Works and communicates with clients and customers (e.g., any individuals who use or receive the services or products that the work unit provides, including individuals who work in the individual agency or in other agencies or organizations outside the Iowa State government) to satisfy their expectations. Committed to quality service.

Organizational Awareness and Development (OA)

Developing a Quality Culture and Community: The ability to set direction and create a customer/community orientation, clear and visible values, and high expectations. Ensures the creation of strategies, systems, and methods for achieving excellence, stimulating innovation, building knowledge and capabilities, and supporting and strengthening communities. Vision, values, and expectations address all stakeholders, the individual agency, the enterprise, and the community.

Competencies and Courses: Linking Needs to Solutions

External Awareness: Identifies and keeps up-to-date on key agency policies/priorities and economic, political, and social trends that affect the organization; understands where the organization is headed and how to make a contribution. Understands the impact on society of products, services, and operations. Meets all regulatory and legal requirements. Anticipates and proactively prepares for public concerns with current and future products, services, and operations.

Internal Controls: Assures that effective internal controls are developed and maintained to ensure the integrity of the organization.

Organizational Awareness: Reviews organizational performance and capabilities to assess organizational health, competitive performance, and progress relative to performance goals and changing organizational needs. Reviews key performance measures on a regular basis. Understands how social, political, organizational, and technological systems work, and operates effectively within them. This includes the policies, procedures, rules, and regulations of the work or organization.

Organizational Performance Assessment: Develops and utilizes an effective performance measurement system for understanding, aligning, and improving performance at all levels and in all parts of the organization. Conducts analysis of information to ensure overall health of the organization, including key results and strategic objectives. Results are linked to work group and/or functional level operations to enable effective support for decision-making.

Vision: Takes a long-term view and initiates organizational change for the future; builds the vision with others; spots opportunities to move the organization toward the vision.

Process Management (PM)

CQI Principles and Methodology: The knowledge that continuous quality improvement (CQI) is a greater part of daily work and is practiced at the individual, work-unit, agency, and enterprise levels. Problems are eliminated at their source and employees are driven by opportunities to innovate and do better, as well as by addressing problem areas. Continuous learning is encouraged through the sharing of ideas, trend analysis, customer input, best practices, and benchmarking.

Creative Thinking: Develops new insights into situations and applies innovative solutions to make organizational improvements; designs and implements new or cutting-edge programs/processes.

Knowledge of Governance System: A working understanding of the State's planning, budgeting, accountability, and improvement mechanisms at both the enterprise and agency levels and how they align to achieve desired results (the State's vision).

Meeting Management: Able to effectively manage meetings so that outcomes/results are identified and achieved. Understands the processes used (preparation, starting, conducting, closing, and follow-up) and the roles of participants (e.g., facilitator, scribe, timekeeper, recorder).

Planning and Evaluating: Determines objectives, strategies, action plans, and related human resource plans; coordinates with other parts of the organization to accomplish goals; monitors and evaluates the progress and outcomes of operational plans; anticipates potential threats and opportunities.

Project Management: The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project.

Understanding Systems: The knowledge that organizations consist of related components that interact to achieve a set purpose. The understanding that the organization itself is a subsystem of an even larger system to which it belongs. Has the discipline of seeing wholes.

PDS Programs and Services

PDS Programs

PDS Certificate Programs: PDS offers three certificate programs to recognize state employees' efforts to improve their job skills and abilities. Benefits of enrolling in these certificate programs include a special course enrollment period for certificate participants only and completion certificates for each program.

Achievement Certificate and the Applied Management Series (AMS)

These two certificate programs are built around four core courses:






- Achieving Communication Effectiveness (ACE)
- Customer Service
- Ethics in the Workplace
- Human Relations Skills

Once taken, these core courses are transferable between the two certificates. Please see the chart below for additional requirements.

Applied Business Series (ABS)



This certificate is open to all employees and covers the fundamentals of business concepts. The ABS certificate requires completion of three core courses and ten electives. Please see the chart below for additional requirements.

<i>PDS Certificate Programs</i>			
	Achievement Certificate	Applied Business Series (ABS)	Applied Management Series (AMS)
What	An individualized program designed by you!	Fundamentals in business concepts	Essential management concepts and applications
Eligibility	All employees	All employees	Supervisors and managers
Time Frame for Completion	3 years	3 years	3 years
Curriculum	 4 core courses and 6 electives	 3 core courses and 10 electives	 4 core courses and 8 AMS courses

The Certificate Process – Step by Step:

1. Complete the appropriate certificate enrollment form (pages 11-15).
2. Complete the PDS Course Registration Form (page 17) to enroll in the courses you need.
3. Obtain the appropriate signatures for all forms.
4. Submit the forms to your department's Training Liaison.
5. PDS will send you, via your Training Liaison, a letter confirming your enrollment in the certificate program and a copy of your certificate enrollment form. Use the certificate enrollment form to track your progress.
6. You will have **three years** from the confirmation date of your enrollment to complete the certificate program. Courses taken prior to your confirmation date **are not** applicable toward the completion of your certificate.
7. When you have completed all course work, notify your department's Training Liaison. Your Training Liaison will then contact PDS for verification of your course history and PDS will issue a certificate and press release.

PDS Programs and Services



Iowa Certified Public Manager (CPM) Program: The State of Iowa and Drake University have partnered to offer a CPM program for state employees. The purpose of the program is to guide public managers to incorporate best-practice management techniques into their everyday management strategies. The program focuses on professionalizing the practice of public management in much the same way as other occupations.

The CPM program is nationally accredited. It originated at the University of Georgia's Institute of Government in 1976. Since then, the program has grown to include 27 states, of which 25 have received accreditation by the National CPM Consortium.

By completing this program, you will receive:

- CPM designation
- Graduate credit through Drake University (optional)
- One year's experience in qualifying for some state job classifications

In order for an individual to receive the CPM designation and to receive credit from Drake University, the program must meet certain educational standards. Therefore, this is an intensive learning experience. Emphasis in the program is placed on problem solving and teamwork, and builds on the direction established in the Governor's Leadership Agenda and the Iowa Excellence Initiative. The CPM faculty is from both the academic and practitioner areas. The program will include discussion, traditional classroom experiences, and online training.

This program is designed for supervisors, managers, executives, management staff, and project managers from federal, state, county, and local governments.

For more information, visit the website at: www.state.ia.us/idop/CPM.htm

PDS Services

Conducting Focus Groups: PDS can conduct focus groups of internal or external customers to help you evaluate services or test new ideas. Focus groups are informal meetings used to gain customers' input. By conducting a focus group, you send a powerful message to your customers about your commitment to excellence in service delivery.

Conference Planning: PDS can provide the following services for your next conference:

- Help identify target audience
- Prepare a timeline, identifying tasks and responsible parties
- Establish financial goals
- Reserve conference facilities
- Secure speakers and negotiate contracts
- Create marketing materials, such as brochures and agendas
- Mail pre-registration forms and receive and confirm registrations
- Create name badges and all conference print materials
- Supervise the conference onsite
- Create and collect conference evaluations

PDS Programs and Services



eLearning: PDS now offers eLearning! PDS has a wide range of eLearning courses to meet your training needs.

eLearning is popular worldwide because it can:

- Reduce travel costs
- Reduce time away from work stations
- Reduce time involved to access needed information
- Increase access to multiple courses
- Increase ability to view and review information as needed
- Increase flexibility to take courses at one's own pace

If you are a supervisor or manager with a minimal budget and are looking for a way to educate and reward your staff, eLearning could be the answer. Allowing your staff to learn or sharpen their skills while on the job helps create educated and satisfied employees.

PDS can help you identify the eLearning courses to meet your needs in the areas of business, personal development, human resources, management, and planning. To learn more, contact Jon Nelson at (515) 281-6319 or Jon.Nelson@iowa.gov.

Meeting Facilitation: Let PDS help you organize an outcome-based meeting. PDS can help you identify the meeting purpose and goals, establish a realistic agenda, and facilitate your meeting to ensure your desired outcomes are achieved.

Needs Assessments and Training Planning: PDS provides training needs assessment consulting services to supervisors and managers. PDS can assist with the development of annual training plans for entire work units or individual employees. PDS will function either in an advisory role or partner with the supervisor or manager to conduct the needs assessment and training planning.

If the needs assessment and training plan identify a training need that requires customized training or special sessions of existing training, PDS will work with the supervisor or manager to obtain the needed training.

For more information on any of PDS' programs or services, please call 515-281-5456.

Personnel Development Seminars (PDS)
Achievement Certificate
2003-2004

(PLEASE PRINT)

Name _____ SS # _____
Last First M

Agency _____ Classification _____

Work Location _____ Work Phone _____

E-Mail Address _____

Completion of the PDS Achievement Certificate requires the four Core Courses listed below and six PDS courses of your choice (excluding Defensive Driving; Ready, Set, Retire; Retirement Planning; Long Range; Domestic Preparedness & Other Related Training; Emergency Response to Terrorism; Fair Employment Hiring Practices; Health Information on the Internet; and Overview of Equal Opportunity Employment Law and Affirmative Action). Participants have three years from the enrollment confirmation date to complete the program. Courses taken prior to the enrollment confirmation date will not be counted toward completion of the certificate.

Record Of Completion

<u>Core Courses</u>	<u>Course Number</u>	<u>Date Taken</u>	<u>Elective Courses</u>	<u>Date Taken</u>
Achieving Communication Effectiveness (ACE)	GI 077	_____	1) _____	_____
Customer Service	QM 002	_____	2) _____	_____
Ethics in the Workplace	SC 230	_____	3) _____	_____
Human Relations Skills	SC 203	_____	4) _____	_____
			5) _____	_____
			6) _____	_____

Indicate any previous certificates completed:

ACHIEVEMENT ____/____/____ AMS ____/____/____
Completion Date Completion Date

The following signatures indicate awareness of this application and support for completion of this certificate program within three (3) years.

_____ Employee	_____ Date	_____ Department Director	_____ Date
_____ Supervisor	_____ Date	_____ Training Liaison	_____ Date

For PDS Use Only:

Date Applied _____	Date Confirmed _____	Completion Date By _____
Letter Sent _____		Certificate Sent _____

**Personnel Development Seminars (PDS)
Applied Business Series (ABS)
2003-2004**

(PLEASE PRINT)

Name _____ SS # _____
 Last First M

Agency _____ Classification _____

Work Location _____ Work Phone _____

E-Mail Address _____

Completion of the PDS Applied Business Series (ABS) Certificate requires the three core courses from List 1 below, two electives from List 2, and eight electives from List 3. Participants have three years from the enrollment confirmation date to complete the program. Courses taken prior to the enrollment confirmation date will not be counted toward completion of the certificate.

Record Of Completion

<u>List 1 (All Mandatory)</u>			<u>List 2 (Two of Four Electives)</u>			<u>List 3 (Eight Online Electives)</u>		
<u>Core Course</u>	<u>Course Number</u>	<u>Date Taken</u>	<u>Course</u>	<u>Course Number</u>	<u>Date Taken</u>	<u>Course</u>		<u>Date Taken</u>
Building a High-Performing Workplace	GI 302	_____	Business Writing Workshop	GI 134	_____	<u>e-Business</u>	3 courses available	_____
Fast Track to Business Concepts	GI 159	_____	Customer Service	QM 002	_____	e-Business for Customer Relationship Management	4 courses available	_____
Project Management	PT 103	_____	Grant Writing Workshop	GI 091	_____	<u>Leadership</u>	Leading from the Front Line	1 course available _____
			Services Contracting	GI 146	_____	<u>Management</u>	Essential Skills for Tomorrow's Managers	8 courses available _____
						Managing Others Through Change	4 courses available	_____
						<u>Marketing</u>	Strategic Marketing in Action	3 courses available _____
						<u>Strategic Planning</u>	How To Write a Business Plan	5 courses available _____

The following signatures indicate awareness of this application and support for completion of this certificate program within three (3) years.

Employee _____ Date _____ Department Director _____ Date _____

Supervisor _____ Date _____ Training Liaison _____ Date _____

For PDS Use Only:

Date Applied _____ Date Confirmed _____ Completion Date By _____
 Letter Sent _____ Certificate Sent _____

**Personnel Development Seminars (PDS)
Applied Management Series (AMS)
2003-2004**

(PLEASE PRINT)

Name _____ SS # _____
Last First M

Agency _____ Classification _____

Work Location _____ Work Phone _____

E-Mail Address _____

Completion of the PDS Applied Management Series (AMS) Certificate requires the four Core Courses and all eight AMS courses listed below. Participants have three years from the enrollment confirmation date to complete the program. Courses taken prior to the enrollment confirmation date will not be counted toward completion of the certificate. (Exception: Core courses previously taken to complete an Achievement Certificate will be counted. Please provide the Achievement Certificate completion date below.)

Record Of Completion

<u>Core Courses</u>	<u>Course #</u>	<u>Date Taken</u>	<u>AMS Courses</u>	<u>Course #</u>	<u>Date Taken</u>
Achieving Communication Effectiveness (ACE)	GI 077	_____	Discipline, Grievances, & the Contracts *	NC 901	_____
Customer Service	QM 002	_____	EEO/AA: Making the Most of Your Workforce *	NC 202	_____
Ethics in the Workplace	SC 230	_____	Family Medical Leave Act *	NC 122	_____
Human Relations Skills	SC 203	_____	From Interview to Hire *	NC 301	_____
			Investigating Employee Misconduct *	NC 118	_____
			Performance Evaluation *	NC 401	_____
			Preventing Sexual Harassment for Supervisors *	NC 119	_____
			What is the ADA? *	NC 123	_____

If applicable, indicate Achievement Certificate completion date: ____/____/____

Orientation to Supervision (NC 117) is highly recommended for AMS Certificate participants.

* No charge when enrolled in the Applied Management Series (AMS) Certificate Program

The following signatures indicate awareness of this application and support for completion of this certificate program within three (3) years.

Employee _____ Date _____ Department Director _____ Date _____

Supervisor _____ Date _____ Training Liaison _____ Date _____

For PDS Use Only:

Date Applied _____ Date Confirmed _____ Completion Date By _____
Letter Sent _____ Certificate Sent _____

Personnel Development Seminars (PDS)
Course Registration Form
2003-2004

(Please Print)

Name: _____ SS #: _____
Last First M

Agency: _____ Classification: _____

Work Location: _____ Work Phone: _____

E-Mail Address: _____

Supervisor's Name: _____ Supervisor's Phone: _____

If NOT a State of Iowa employee, bill training to: _____

Please indicate if you are currently enrolled in one of the following PDS Certificate Programs:

- | | |
|--|----------------------|
| <input type="checkbox"/> PDS Achievement Certificate | Year Enrolled: _____ |
| <input type="checkbox"/> PDS Applied Business Series (ABS) | Year Enrolled: _____ |
| <input type="checkbox"/> PDS Applied Management Series (AMS) | Year Enrolled: _____ |

Course Number	Course Title	Date Preference	Alternative Date

Once any course costing \$99.00 or less is confirmed, the participant's agency will be billed for the full amount of training unless cancellations are received by PDS at least five (5) working days prior to the class date. For courses that cost \$100.00 or more, agencies will be billed for ANY cancellations after confirmation. Departments may substitute confirmed course participants when necessary. To cancel, call (515) 281-5456 or Fax (515) 242-5152. (See page 2 for other cancellation information.)

The following signatures indicate approval of the course(s) requested above and understanding of PDS' cancellation policy.

Employee Date

Supervisor Date

Training Liaison Date







Accommodation Request:

Please indicate if you have any special needs that we can address to make your participation more enjoyable. Please provide 8 weeks notification.

☐ Braille ☐ Sign Language Interpretation

☐ Large Print ☐ Other _____

2003-2004 PDS Course Calendar

COURSE TITLE Number	Minimum	Page Number	Length	Cost/ Person	Eligibility or Skill Level	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Achieving Communication Effectiveness (ACE) GI 077	 12	31	1 day	\$65	ALL		26		7	6		27		9		11	
Administrative Law PT 121	12	69	1 day	\$50	ALL						2						
Adobe Acrobat: Creating PDFs with Acrobat PC 291	OE	37	2 days	\$320	2					3-4						13-14	
Agency Performance Planning AC 002	 25	73	4 hours	\$20	ALL	To be arranged											
American Sign Language (ASL) Level 1 GI 161	 10	64	1 hr, 2x/wk for 12 wks	\$70	ALL	To be arranged											
ASP (Active Server Pages) (Basic) PC 309	 OE	37	3 days	\$700	4	16-18			8-10			21-23			5-7		
ASP (Active Server Pages) (Advanced) PC 339	OE	37	2 days	\$470	4				30-31				10-11			24-25	
Building A High-Performing Workplace GI 302	 18	55	1 day	\$125	ALL				8				18				
Business English GI 001	12	31	1 day	\$80	ALL					19				9			
Business Writing Workshop GI 134	 12	31	1 day	\$80	ALL			17									10
ColdFusion: Creating Database-Driven Websites PC 159	OE	38	2 days	\$470	4			15-16			11-12				8-9		








OE - Open Enrollment, no minimum.

* No charge to participants enrolled in the
Applied Management Series (AMS) Certificate Program.

**All sessions will be held in Des Moines
unless otherwise noted.**

2003-2004 PDS Course Calendar

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COURSE TITLE		Page	Length	Cost/	Eligibility	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Number	Minimum	Number		Person	or Skill Level												
Community CPR and First Aid GI 190	 12	64	1 day	\$50	ALL			16									
Community CPR Recertification GI 191	 12	64	4 hours	\$30	ALL				28 AM						21 AM		
Conflict Resolution GI 165	 16	31	1 day	\$110	ALL				30				19				
Contested Cases RM 008	  12	74	2 hours	\$20	ALL					13 AM				12 AM			
Creative Thinking and Problem Solving GI 160	 16	65	1 day	\$110	ALL			30						17			
Crystal Reports (Basic) PC 114	OE	46	2 days	\$470	3		6-7			20-21				30-31		26-27	
Crystal Reports (Intermediate) PC 115	OE	46	2 days	\$470	4			18-19				29-30				3-4	
Customer Service QM 002	  15	55	1 day	\$70	ALL			16					20				11
Customer Service: Telephone Skills QM 030	15	55	1 day	\$65	ALL					18				10			
Defensive Driving		65	6 hours	\$20	ALL	See course description on page 65											
Discipline, Grievances, and the Contracts NC 901	10	58	1 day	\$60*	EMS		12		22	18				3	8		

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2003-2004 PDS Course Calendar

COURSE TITLE		Page	Length	Cost/	Eligibility	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Number	Minimum	Number		Person	or Skill Level												
Domestic Preparedness and Other Related Training		65	Varies	FREE	See Description	See course description on page 65											
Dreamweaver (Basic) PC 312	OE	38	1 day	\$160	3				3				19				18
Dreamweaver (Intermediate) PC 313	OE	38	1 day	\$160	3					5			25			5	
Dreamweaver (Advanced) PC 314	OE	38	1 day	\$160	3					24			27				
Electronic Code Research RM 005	  12	74	2 hours	\$20	ALL				30 AM			30 AM			30 AM		
Emergency Response to Terrorism		66	Self Study (10 hrs)	FREE	See Description	See course description on page 66											
Equal Employment Opportunity/Affirmative Action: Making the Most of Your Workforce NC 202	12	58	3 hours	\$50*	EMS		28 AM				10 AM		17 AM			6 AM	
Ethics for the Rule Maker RM 009	  12	74	1 1/2 hours	\$20	ALL				17 AM			13 AM				11 AM	
Ethics in the Workplace SC 230	 14	69	1 day	\$75	ALL		13			5			10		20		10
Executive Orders Relating to Rulemaking RM 006	  30	75	2 hours	\$20	ALL	To be arranged											
Facilitating for Results QM 026	20	56	2 days	\$200	ALL									10-11			

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2003-2004 PDS Course Calendar

COURSE TITLE		Page	Length	Cost/	Eligibility	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Number	Minimum	Number		Person	or Skill Level												
Fair Employment Hiring Practices		58	1 1/2 hours	FREE	ALL	See course description on page 58											
Family and Medical Leave Act (FMLA)		59	3 hours	FREE	EMS			16			9			9			9
NC 122		12															
Fast Track to Business Concepts		69	15 hours	\$100	ALL	To be arranged											
GI 159		15															
First Aid Recertification		66	2 hours	\$10	ALL				28 PM						21 PM		
GI 192		12															
Flash (Basic)		39	3 days	\$480	4			24-26					4-6				
PC 326		OE															
From Interview to Hire		59	4 hours	\$60*	EMS			9 AM			11 AM			18 AM			
NC 301		12															
Grant Writing and Development		32	2 days	\$145	ALL				21-22						27-28		
GI 091		15															
Health Information on the Internet		66	3 hours	FREE	ALL	See course description on page 66											
Hiring and Working with Persons with Disabilities		59	3 hours	\$20	EMS		19 AM	23 AM									
SC 237		12															
HTML (Basic)		39	1 day	\$160	2				14		16			2			8
PC 301		OE															
HTML (Intermediate)		39	1 day	\$160	3				15		17			3			9
PC 302		OE															







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2003-2004 PDS Course Calendar

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COURSE TITLE		Page	Length	Cost/	Eligibility	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Number	Minimum	Number		Person	or Skill Level												
HTML (Advanced) PC 303	OE	39	1 day	\$160	3				16		18			4			10
HTML: Style Sheets PC 315	OE	40	1 day	\$160	3				17		19			5			11
Human Relations Skills SC 203	 15	32	2 days	\$135	ALL					20-21				11-12			
Introduction to Administrative Law RM 001	  12	75	2 hours	\$20	ALL			9 AM			9 AM			9 PM			
Introduction to PCs PC 015	10	43	3 hours	\$50	1					7							
Investigating Employee Misconduct NC 118	12	60	1 day	\$60*	EMS		14		9					11		6	
Java 2 Beginner with Object Orientation IT 008	 OE	47	5 days	\$1,795	4				13-17				16-20			3-7	
JavaScript for the Non-Programmer PC 110	OE	40	2 days	\$320	4				6-7				23-24				16-17
JavaScript for the Programmer PC 137	OE	40	2 days	\$470	4			4-5				27-28		1-2		17-18	
Judicial Rule Review RM 007	  12	75	2 hours	\$20	ALL					20 PM							
Legislative Process in Iowa State Government GI 144	8	70	1 day	\$50	ALL					6							

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2003-2004 PDS Course Calendar

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COURSE TITLE		Page	Length	Cost/	Eligibility	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Number	Minimum	Number		Person	or Skill Level												
Listening: The Forgotten Skill GI 003	15	32	1 day	\$65	ALL								18				
Making Meetings Cook! GI 092	16	57	3 hours	\$50	ALL			30							14		
Managing Stress Effectively GI 019	15	67	1 day	\$50	ALL			24						24			
Managing Your Time and Priorities GI 090	16	57	1 day	\$70	ALL								19				
Measurement AC 003	15	73	4 hours	\$20	ALL		14 AM			6 AM				4 AM			
Microsoft Access (Basic) PC 005	10	34	1 day	\$75	2		12	11	21		2	7	3	8	1	11	
Microsoft Access (Intermediate) PC 155	10	34	1 day	\$75	3		19	23		19	4	14	12		2	12	
Microsoft Access (Advanced) PC 010	10	34	1 day	\$85	3		20	24		20		21		17		17	
Microsoft Access: Maintenance PC 158	10	34	1 day	\$85	3				10			28		19			
Microsoft Access: Reports PC 166	10	35	1 day	\$85	3				1			22			15		
Microsoft Access: Security PC 107	10	35	1 day	\$85	3				31								
Microsoft Excel (Basic) PC 062	10	44	1 day	\$75	2		13	8	23		3	6	2	10		21	

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Applied Management Series (AMS) Certificate Program.

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2003-2004 PDS Course Calendar

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COURSE TITLE		Page	Length	Cost/	Eligibility	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Number	Minimum	Number		Person	or Skill Level												
Microsoft Excel (Intermediate)		44	1 day	\$75	3		21	9	24	14		13	20		20	28	
PC 063	10																
Microsoft Excel (Advanced)		44	1 day	\$85	3			25		17		20		22			
PC 064	10																
Microsoft Excel: Business Functions		44	1 day	\$85	3			26				27			16		
PC 104	10																
Microsoft Excel: Charting		45	1 day	\$85	2					24				29			
PC 103	10																
MOC (Microsoft Official Curriculum) courses		49-53	Varies	Varies	4	Various courses offered -- See descriptions on pages 49 - 53											
Microsoft Outlook (Basic)		43	1 day	\$75	2					6				23			
PC 254	10																
Microsoft PowerPoint (Basic)		36	1 day	\$75	2		14	10	22			8	9	9		10	
PC 035	10																
Microsoft PowerPoint (Advanced)		36	1 day	\$75	3			12		13		15			21		
PC 037	10																
Microsoft Project (Basic)		47	2 days	\$320	2		26-27		28-29		8-9			15-16		6-7	
PC 121	10																
Microsoft Project (Advanced)		47	1 day	\$175	3					18					12		
PC 122	10																
Microsoft Word (Basic)		54	1 day	\$75	2		15		20			9	16		30		
PC 072	10																

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2003-2004 PDS Course Calendar

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COURSE TITLE		Page	Length	Cost/	Eligibility	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Number	Minimum	Number		Person	or Skill Level												
Microsoft Word (Intermediate) PC 084	10	54	1 day	\$75	3			22			1	16		26			
Microsoft Word (Advanced) PC 073	10	54	1 day	\$85	3			30				23			22		
Microsoft Word: Developing Fill-In Forms PC 136	10	54	1 day	\$85	3				2			29					
Negotiating Services Contracts GI 162	16	70	1 day	\$110	ALL					19				16			
Object-Oriented Analysis and Design with UML and Patterns IT 005	OE	48	5 days	\$2,065	4			22-26				12-16			26-30		
Office Professionalism GI 057	15	57	1 day	\$65	ALL			19									
Orientation to Supervision NC 117	12	60	1 1/2 days	FREE	EMS				28-29			13-14		30-31		18-19	
Overview of Equal Opportunity Employment Laws and Affirmative Action		60	1 1/2 hours	FREE	ALL	See course description on page 60											
Overview of State Government Finances MC 311	8	70	1 day	\$30	ALL	To be arranged											
Performance Evaluation NC 401	12	61	1 day	\$60*	EMS		7	9	9		11			17		13	
Presentation Skills GI 014	14	33	2 days	\$125	ALL			3-4				21-22					

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2003-2004 PDS Course Calendar

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COURSE TITLE Number	Minimum	Page Number	Length	Cost/ Person	Eligibility or Skill Level	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Preventing Sexual Harassment for Employees GI 052	12	71	3 hours	\$35	ALL				2 AM		4 AM					4 AM	
Preventing Sexual Harassment for Supervisors NC 119	12	61	4 hours	\$50*	EMS			17 AM		18 AM		28 AM			7 AM		
Professional Image: Efficiency, Impact, and Results GI 084	15	57	1 day	\$75	ALL								17				
Programming Fundamentals PC 321	10	41	1 day	\$175	3						10			18			
Project Management PT 103	15	71	2 days	\$180	EMSP			23-24					10-11				
Ready, Set, Retire GI 073	10	67	1 day	FREE	For Those Retiring within 1 Yr.				30				26				17
Reengineering Jobs and Work GI 303	12	61	1 day	\$110	ALL				23					4			
Retirement Planning: Long Range GI 089	10	67	1 day	FREE	ALL											6	
Return on Investment: When, Why, and How GI 902	12	62	1 day	\$70	ALL		27										
The Rulemaking Process RM 004	12	75	2 hours	\$20	ALL			30 PM			15 AM				30 AM		
Rule Writing Style RM 003	12	76	2 hours	\$20	ALL			25 AM	23 PM			15 AM					

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unless otherwise noted.**

2003-2004 PDS Course Calendar

COURSE TITLE		Page	Length	Cost/	Eligibility	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Number	Minimum	Number		Person	or Skill Level												
Services Contracting GI 146	 20	71	1 day	\$20	ALL				14						6		
SQL: Fundamentals of Querying PC 163		35	1 day	\$160	2			29			5		13				
Statutory Construction and Legal Drafting RM 002	 12	76	1 hour	\$20	ALL			16 PM	16 PM			8 PM					
Strategic Planning AC 001	 20	73	1 1/2 hours	\$20	ALL	To be arranged											
Strategies for Managing Diversity SC 238	 15	62	1 day	\$65	EMS				21					2			
Surviving Change GI 163	 16	71	1 day	\$110	ALL				1				26				
Systematic Development of Informed Consent (SDIC) PT 105		62	3 days	\$350	EMP									23-25			
Teamwork Skills GI 164	 16	33	1 day	\$110	ALL				29				18				
Training of Trainers GI 017		72	2 days	\$170	EMSP						2-3						15-16
Utilizing Focus Groups QM 032		56	1 day	\$110	ALL					5							
Valuing Diversity in the Workplace GI 103		68	3 hours	\$45	ALL			25 AM		13 AM			5 AM				16 AM



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Applied Management Series (AMS) Certificate Program.

**All sessions will be held in Des Moines
unless otherwise noted.**

2003-2004 PDS Course Calendar

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COURSE TITLE Number Minimum		Page Number	Length	Cost/ Person	Eligibility or Skill Level	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Violence-Free Workplace 		72	Varies	FREE	ALL	See course description on page 72											
Visual Basic (VB) Script (Basic) PC 322 OE		41	2 days	\$470	4				29-30				18-19			19-20	
Web Technologies and Design Fundamentals (Basic) PC 323 10		41	1 day	\$160	2				13		15			1			7
What is the ADA? NC 123 12		63	4 hours	FREE	EMS				15 AM						15 AM		
What's New in Office XP?  PC 210 10		43	1 day	\$75	2				8								
Working Relationships Between Men and Women GI 048 15		33	1 day	\$65	ALL			18									
Working with Employees: A Counseling Approach SC 213 20		63	2 days	\$175	EMS				1-2					2-3			
Working with Windows PC 047 10		43	1 day	\$75	1						5				19		
Workplace Behavior: Preventing Discrimination (Employee Version) GI 137 12		72	3 hours	\$35	ALL						17 AM						
Workplace Behavior: Preventing Discrimination (Supervisory/Management Version) SC 235 12		63	4 hours	\$50	EMS				7 AM								
XML (Basic) PC 316 OE		42	2 days	\$350	3				27-28				16-17				14-15

OE - Open Enrollment, no minimum.

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Applied Management Series (AMS) Certificate Program.

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Communications and Interpersonal Skills

Achieving Communication Effectiveness (ACE)

Course Number:	GI 077	Dates:	Aug. 26, 2003	Jan. 27, 2004
Length:	1 Day		Oct. 7, 2003	Mar. 9, 2004
Cost:	\$65.00		Nov. 6, 2003	May 11, 2004
Eligibility:	All			
Competency:	IS			



This one-day course explores the development of effective communication and productive interpersonal skills. Topics include:

- listening – the cornerstone of communications
- nonverbal skills – their impact on effective communication
- communication styles – an entertaining self-assessment of your communication style
- feedback skills

Business English

Course Number:	GI 001	Dates:	Nov. 19, 2003	Mar. 9, 2004
Length:	1 Day			
Cost:	\$80.00			
Eligibility:	All			
Competency:	IS			

This course focuses on improving general language skills used in the office. Topics include:

- choosing the right words
- punctuation and capitalization
- spelling
- proofreading techniques
- guidelines for style

Business Writing Workshop

Course Number:	GI 134	Dates:	Sept. 17, 2003	June 10, 2004
Length:	1 Day			
Cost:	\$80.00			
Eligibility:	All			
Competency:	IS			



Writing is a critical skill in today's business world. Participants in this workshop will learn skills and techniques to improve all aspects of business writing, including memos, e-mails, letters, reports, and file documentation. Topics include:

- the 5-step writing process for better communication
- proofreading techniques to avoid common errors
- simple methods for clear, concise, and correct messages
- writing good news, bad news, and persuasive messages
- tips for e-mail correspondence

Conflict Resolution

Course Number:	GI 165	Dates:	Oct. 30, 2003	Feb. 19, 2004
Length:	1 Day			
Cost:	\$110.00			
Eligibility:	All			
Competency:	IS			



Conflict in an organization is inevitable. If not addressed and managed, conflict can cause significant damage to individuals, teams, and an organization. In this course, participants will learn ways to ease tension, reduce defensiveness, and reach win-win solutions for all parties. Topics include:

- types of conflict
- why it's important to manage conflict
- sources of conflict
- different ways that individuals address and respond to conflict
- a methodology for managing conflict
- what to do when managing conflict and what to avoid

Competencies:
IS=Interpersonal Skills
ED=Employee Development
IA=Information Analysis
CF=Customer Focus
OA=Organizational Awareness and Development
PM=Process Management
(See Pages 5-7 for more information)

Communications and Interpersonal Skills

Grant Writing and Development

Course Number: GI 091
Length: 2 Days
Cost: \$145.00
Eligibility: All
Competency: IS

Dates: Oct. 21-22, 2003 Apr. 27-28, 2004



This course is designed to give participants the practical skills they will need to begin the development of grant proposals. Participants will leave the workshop with a clear understanding of how to begin the grant writing process, where to look for resources, and how to prepare a highly competitive grant proposal in order to obtain grant funds from public or private sources at the federal, state, and local levels. All class participants receive the Program Development and Grant Writing Manual that includes all of the information presented at the workshop. This manual can also serve as a reference guide for participants as they begin to develop their own grant proposals. Course information includes:

- a description of the general grant process with a special focus on how grants are reviewed
- information about the location of funding sources and the use of electronic media to find them
- instruction on how to review an application to determine if it is appropriate for your agency
- training on the use of 3 planning tools for the creation of effective grant proposals
- information on the budgeting process and how to maximize grant funding for your project
- instruction on how to create an appropriate evaluation plan for your project
- training on the most effective methods for producing your grant proposal

Please bring a calculator to the second day of the workshop.

Human Relations Skills

Course Number: SC 203
Length: 2 Days
Cost: \$135.00
Eligibility: All
Competency: IS

Dates: Nov. 20-21, 2003 Mar. 11-12, 2004



Today's workplace requires employees to deal with a variety of people and situations. During this class, participants will focus on improving their relationships with coworkers, supervisors, and clients. Participants will learn to:

- understand and handle feelings in the workplace, including their own anger and the anger of others
- utilize tools to cope more effectively with work situations beyond their control
- be more aware of the causes of and resolution approaches for handling organizational and interpersonal conflicts
- improve communication with others in the workplace

Listening: The Forgotten Skill

Course Number: GI 003
Length: 1 Day
Cost: \$65.00
Eligibility: All
Competency: IS

Date: Feb. 18, 2004

Improved listening means improved job efficiency and productivity. Most employees spend 40-50% of their day listening. Accurate listening and retention skills are crucial to help manage the vast amount of information we receive daily. Topics include:

- the role of feedback and perception in the communication process
- the 12 blocks to listening
- nourishing creativity through better listening
- keys to effective listening, including the effect of nonverbal communication on listening
- practical techniques to improve your listening skills

Communications and Interpersonal Skills

Presentation Skills

Course Number:	GI 014	Dates:	Sept. 3-4, 2003	Jan. 21-22, 2004
Length:	2 Days			
Cost:	\$125.00			
Eligibility:	All			
Competency:	IS			

Be ready for your next presentation! Learn and practice effective presentation techniques and skills in this intensive two-day course. Topics include:

- addressing the "Fear Factor"
- using a 10-step process to organize, prepare, and present successfully
- understanding body language – the nonverbal side of delivery
- incorporating over 27 visual aids to enhance your presentation
- learning about three different ways participants absorb information
- speaking persuasively
- understanding effective introductions
- dealing with difficult situations
- creating strong closings

Through video taping, participants will have the opportunity to practice, present, and critique a presentation.

Teamwork Skills

Course Number:	GI 164	Dates:	Oct. 29, 2003	Feb. 18, 2004
Length:	1 Day			
Cost:	\$110.00			
Eligibility:	All			
Competency:	IS			



Learn what your work group needs to do to become an effective team. This course helps participants identify the strengths and weaknesses of their teams. Participants will create a team development plan by identifying skills and knowledge gaps. Topics include:

- 16 elements of effective teamwork
- key working styles and their impact on teamwork
- maximizing your contributions to the team
- managing relationships on a team
- strengthening team morale
- increasing team productivity
- doing the right things and avoiding the wrong things when building teams

Working Relationships Between Men and Women

Course Number:	GI 048	Date:	Sept. 18, 2003
Length:	1 Day		
Cost:	\$65.00		
Eligibility:	All		
Competency:	IS		

Gender differences and their impact in the workplace is the focus of this seminar. This course will explore assumptions and beliefs about each gender in order to improve communications and achieve productive, respectful workplaces. Other topics include:

- identifying work expectations – historical differences in business and management
- understanding and using appropriate language and expression of emotion
- utilizing differences in nonverbal communication
- accepting and giving authority
- working together effectively

Computer Skills Database

Microsoft Access (Basic)

Course Number:	PC 005	Dates:	Aug. 12, 2003	Jan. 7, 2004
Length:	1 Day		Sept. 11, 2003	Feb. 3, 2004
Cost:	\$75.00		Oct. 21, 2003	Mar. 8, 2004
Skill Level:	2		Dec. 2, 2003	Apr. 1, 2004
				May 11, 2004

Prerequisite: Working with Windows

This course provides instruction on how to create a basic Access database including tables, queries, reports, and data entry forms. Save time with data entry techniques and shortcuts. No prior database knowledge is necessary. A working knowledge of Microsoft Windows is required.

Microsoft Access (Intermediate)

Course Number:	PC 155	Dates:	Aug. 19, 2003	Jan. 14, 2004
Length:	1 Day		Sept. 23, 2003	Feb. 12, 2004
Cost:	\$75.00		Nov. 19, 2003	Apr. 2, 2004
Skill Level:	3		Dec. 4, 2003	May 12, 2004

Prerequisite: Microsoft Access for Windows (Basic)

This course is for frequent users of Access who would like to enhance their knowledge of the Access package. Learn about:

- field and table properties
- table relationships
- data integrity tools
- filters and sorts
- importing, exporting, and attaching data
- action queries
- calculations and expressions

Microsoft Access (Advanced)

Course Number:	PC 010	Dates:	Aug. 20, 2003	Jan. 21, 2004
Length:	1 Day		Sept. 24, 2003	Mar. 17, 2004
Cost:	\$85.00		Nov. 20, 2003	May 17, 2004
Skill Level:	3			

Prerequisite: Microsoft Access for Windows (Intermediate)

This course is intended for Access users who wish to build user-friendly applications. Participants will learn how to:

- create sophisticated data-entry forms
- create macros
- place macros in a form
- use named macros
- use conditional macros

Microsoft Access: Maintenance

Course Number:	PC 158	Dates:	Oct. 10, 2003	Jan. 28, 2004
Length:	1 Day			Mar. 19, 2004
Cost:	\$85.00			
Skill Level:	3			

Prerequisite: Microsoft Access for Windows (Intermediate)

This course is designed for advanced users of Access who want to broaden their current knowledge of it and who want to improve the quality of their databases. The following tools will be discussed and applied:

- relationships
- validation rules
- duplicate values query wizard
- referential integrity
- archiving records
- splitting and combining fields
- database documenter
- importing information
- switchboard concept and design

Computer Skills Database

Microsoft Access: Reports

Course Number:	PC 166	Dates:	Oct. 1, 2003	Jan. 22, 2004
Length:	1 Day			Apr. 15, 2004
Cost:	\$85.00			
Skill Level:	3			

Prerequisite: Microsoft Access for Windows (Intermediate)

This course is designed for advanced users of Access who want to gain knowledge to create reports based on current tables or queries. The following topics will be included:

- building a report
- working with report sections
- sorting and grouping records in a report
- creating group calculations
- formatting and printing the report
- creating and attaching subreports
- using the chart wizard
- creating and formatting crosstab queries

Microsoft Access: Security

Course Number:	PC 107	Date:	Oct. 31, 2003
Length:	1 Day		
Cost:	\$85.00		
Skill Level:	3		

Prerequisite: Microsoft Access for Windows (Advanced)

This class is for the advanced Access user who would like to secure a database. Students will learn to create users and groups in a workgroup model, secure a database with passwords and encryption, and set permissions for individual objects within a database. Other forms of security will also be discussed.

SQL: Fundamentals of Querying

Course Number:	PC 163	Dates:	Sept. 29, 2003	Feb. 13, 2004
Length:	1 Day		Dec. 5, 2003	
Cost:	\$160.00			
Skill Level:	2			

Prerequisite: Knowledge of database structure and terminology

This course introduces participants to the SQL language and query methodology. Topics include:

- relationships between databases and SQL
- writing and executing basic SQL statements
- SQL queries containing functions and aliases
- querying from specific records
- creating precise conditions for queries
- using aggregate and nonaggregate functions
- selecting information from two or more tables

Computer Skills

Graphics/Presentation/Publishing

Microsoft PowerPoint (Basic)

Course Number:	PC 035	Dates:	Aug. 14, 2003	Jan. 8, 2004
Length:	1 Day		Sept. 10, 2003	Feb. 9, 2004
Cost:	\$75.00		Oct. 22, 2003	Mar. 9, 2004
Skill Level:	2			May 10, 2004

Prerequisite: Working with Windows

Learn to create effective, exciting presentations using PowerPoint's many types of slides. Participants will generate slides and learn to add slides to a presentation. Additional topics include:

- adding and formatting text and bullets
- printing slides
- opening and closing existing presentations
- using the organizational charts and graphics
- utilizing presentation features to create a slide show
- using data charts

Microsoft PowerPoint (Advanced)

Course Number:	PC 037	Dates:	Sept. 12, 2003	Jan. 15, 2004
Length:	1 Day		Nov. 13, 2003	Apr. 21, 2004
Cost:	\$75.00			
Skill Level:	3			

Prerequisite: Microsoft PowerPoint for Windows (Basic)

This course is intended for frequent users of PowerPoint who would like to enhance their knowledge of the PowerPoint software package. Course objectives include:

- working with the master
- dissecting clip art
- importing data
- working with charts
- copying slides between presentations
- editing the master template
- creating a table slide
- working with WordArt
- adding special effects to the presentation
- using hyperlinks in presentations
- saving a presentation as HTML

Computer Skills Internet

Adobe Acrobat: Creating PDFs with Acrobat

Course Number:	PC 291	Dates:	Nov. 3-4, 2003	May 13-14, 2004
Length:	2 Days			
Cost:	\$320.00			
Skill Level:	2			

Prerequisite: Working with Windows

The Portable Document Format (PDF) enables documents to retain their formatting even when viewed on other computers. This course introduces the basic concepts behind PDF files, as well as the primary tools in Adobe Acrobat for enhancing them. Topics include:

- using the PDF Writer
- creating PostScript files
- using Distiller
- working with text
- working with graphics
- manipulating PDF pages
- working with bookmarks
- working with thumbnails
- developing "articles"
- links
- capturing and editing images and text
- font issues
- developing forms
- creating navigation buttons
- working with document security

ASP (Active Server Pages) (Basic)

Course Number:	PC 309	Dates:	July 16-18, 2003	Jan. 21-23, 2004
Length:	3 Days		Oct. 8-10, 2003	Apr. 5-7, 2004
Cost:	\$700.00			
Skill Level:	4			



Prerequisite: HTML (Basic), HTML (Intermediate), HTML (Advanced), and Programming Fundamentals

This class teaches students how to create dynamic webpages using Active Server Pages. Create pages using the VBScript programming language that pulls information directly from Microsoft's Internet Information Server and SQL Microsoft Server databases. Students should have a working knowledge of an object-oriented programming language and relational database design to get the most out of this class.

ASP (Active Server Pages) (Advanced)

Course Number:	PC 339	Dates:	Oct. 30-31, 2003	Feb. 10-11, 2004
Length:	2 Days			May 24-25, 2004
Cost:	\$470.00			
Skill Level:	4			

Prerequisite: Active Server Pages (Basic) or equivalent experience

This class continues where the basic course left off. Students will learn advanced techniques in ASP including TextStream manipulation, CSS/ASP inactivity, hierarchical record sets, custom functions, and performance enhancement. Along the way, you will build a discussion board application, data-driven web poll, data-driven event calendar, and shopping cart application.

Computer Skills

Internet

ColdFusion: Creating Database-Driven Websites

Course Number:	PC 159	Dates:	Sept. 15-16, 2003	Apr. 8-9, 2004
Length:	2 Days		Dec. 11-12, 2003	
Cost:	\$470.00			
Skill Level:	4			

Prerequisite: HTML (Basic)

Introduction to ColdFusion for new programmers shows why ColdFusion is the easiest way to develop database-driven websites. Topics include:

- using ColdFusion Studio to build an e-commerce site
- selecting, inserting, updating, and deleting records in a database of customers and orders
- mastering introductory ColdFusion Markup Language (CFML)
- learning the basics of SQL to communicate with relational databases

Dreamweaver (Basic)

Course Number:	PC 312	Dates:	Oct. 3, 2003	Feb. 19, 2004
Length:	1 Day			June 18, 2004
Cost:	\$160.00			
Skill Level:	3			

Prerequisite: Working with Windows

Learn how to use Macromedia's web designer software to create, link, and maintain your website. Features covered in this class include:

- basic web terminology
- design considerations
- creating and using basic HTML
- creating and formatting webpages
- creating hyperlinks
- adding and formatting images
- creating and formatting tables
- developing forms

Dreamweaver (Intermediate)

Course Number:	PC 313	Dates:	Nov. 5, 2003	Feb. 25, 2004
Length:	1 Day			May 5, 2004
Cost:	\$160.00			
Skill Level:	3			

Prerequisite: Dreamweaver (Basic)

Learn how to use the features available in Dreamweaver to make working with your website in the future easier. Topics include:

- managing the website
- creating framed environments
- Cascading Style Sheet (CSS) concepts
- identifying and working with CSS
- applying classes of styles
- positioning layers inside your pages
- creating and working with templates

Dreamweaver (Advanced)

Course Number:	PC 314	Dates:	Nov. 24, 2003	Feb. 27, 2004
Length:	1 Day			
Cost:	\$160.00			
Skill Level:	3			

Prerequisite: Dreamweaver (Intermediate)

Learn the advanced features of Dreamweaver. Some planned topics of the class include:

- libraries and templates
- behavior modification
- timelines
- adding layers to timelines
- active content
- Java applets

Computer Skills

Internet

Flash (Basic)

Course Number:	PC 326	Dates:	Sept. 24-26, 2003	Feb. 4-6, 2004
Length:	3 Days			
Cost:	\$480.00			
Skill Level:	4			

Prerequisite: Previous Web experience helpful but not required.

Using Macromedia Flash you will become familiar with its environment and learn the basics of the Flash application. The end result will be eye-catching animations that you can publish on the Web or use as a stand-alone file.

HTML (Basic)

Course Number:	PC 301	Dates:	Oct. 14, 2003	Mar. 2, 2004
Length:	1 Day		Dec. 16, 2003	June 8, 2004
Cost:	\$160.00			
Skill Level:	2			

Prerequisite: Internet Skills (Basic)

Learn to create basic webpages using HTML commands. Topics include:

- web and HTML terminology
- reviewing World Wide Web features
- webpage design considerations
- working with HTML tags
- formatting text
- creating definitions lists
- adding graphics
- adding links

HTML (Intermediate)

Course Number:	PC 302	Dates:	Oct. 15, 2003	Mar. 3, 2004
Length:	1 Day		Dec. 17, 2003	June 9, 2004
Cost:	\$160.00			
Skill Level:	3			

Prerequisite: HTML (Basic)

Once you know the basics of HTML tagging, adding style to your webpages becomes the challenge. Learn more advanced HTML features. Topics include:

- tables
- frames
- image maps
- marquees
- meta tags

HTML (Advanced)

Course Number:	PC 303	Dates:	Oct. 16, 2003	Mar. 4, 2004
Length:	1 Day		Dec. 18, 2003	June 10, 2004
Cost:	\$160.00			
Skill Level:	3			

Prerequisite: HTML (Intermediate)

This class is for those who would like to expand their knowledge of HTML. Course topics include:

- creating basic forms
- placing form objects
- formatting form objects
- inserting images within a form
- using tables to design forms

Computer Skills

Internet

HTML: Style Sheets

Course Number:	PC 315	Dates:	Oct. 17, 2003	Mar. 5, 2004
Length:	1 Day		Dec. 19, 2003	June 11, 2004
Cost:	\$160.00			
Skill Level:	3			

Prerequisite: HTML (Basic) and HTML (Intermediate)

Learn to create more dynamic webpages using Style Sheets and HTML codes. Topics include:

- working with embedded styles
- creating Cascading Style Sheets (CSS)
- developing in-line styles
- defining elements and classes
- creating layers
- setting a z-index
- working with the SPAN tag

JavaScript for the Non-Programmer

Course Number:	PC 110	Dates:	Oct. 6-7, 2003	Feb. 23-24, 2004
Length:	2 Days			June 16-17, 2004
Cost:	\$320.00			
Skill Level:	4			

Prerequisite: HTML (Basic), HTML (Intermediate), HTML (Advanced), and Programming Fundamentals

This course enables web designers to create basic JavaScript code for client-side development. The following topics will be discussed:

- introduction to JavaScript
- integrating JavaScript with HTML
- using variables, data types, and functions
- using JavaScript operators
- working with date and string objects
- handling events on a form
- error handling in JavaScript
- working with cookies
- scripting for form elements

JavaScript for the Programmer

Course Number:	PC 137	Dates:	Sept. 4-5, 2003	Jan. 27-28, 2004
Length:	2 Days			Mar. 1-2, 2004
Cost:	\$470.00			May 17-18, 2004
Skill Level:	4			

Prerequisite: Strong knowledge of HTML and a strong knowledge of programming concepts required

This course enables web developers to create basic JavaScript code for client-side development. The following topics will be covered:

- lexical structure
- data types and values
- expressions and operators
- statements and functions
- pattern matching with regular expressions
- objects and arrays
- event handling
- JavaScript security

Computer Skills Internet

Programming Fundamentals

Course Number:	PC 321	Dates:	Dec. 10, 2003	Mar. 18, 2004
Length:	1 Day			
Cost:	\$175.00			
Skill Level:	3			

Prerequisite: Strong knowledge of the Windows environment

So, you think you want to be a programmer? Programming Fundamentals is designed just for you. This course presents a variety of foundational programming concepts to help you get started as a computer programmer. Exercises in this class will expose you to multiple programming languages, including Basic and JavaScript, but topics discussed will be useful no matter which language you choose to learn. Topics include:

- an overview of programming technology
- the anatomy of computer programs
- designing programs
- functions, subroutines, procedures, methods
- variables and data types
- arrays
- operations
- conditional statements
- loops
- basic file I/O

Visual Basic (VB) Script (Basic)

Course Number:	PC 322	Dates:	Oct. 29-30, 2003	Feb. 18-19, 2004
Length:	2 Days			May 19-20, 2004
Cost:	\$470.00			
Skill Level:	4			

Prerequisite: HTML (Basic), HTML (Intermediate), HTML (Advanced), and Programming Fundamentals

Learn the basics of Visual Basic (VB) Script, Microsoft's client-side scripting language. This class will guide you through such issues as variables, inputs, operators, loops, conditional logic, and object manipulation. An excellent way to start programming!

Web Technologies and Design Fundamentals (Basic)

Course Number:	PC 323	Dates:	Oct. 13, 2003	Mar. 1, 2004
Length:	1 Day		Dec. 15, 2003	June 7, 2004
Cost:	\$160.00			
Skill Level:	2			

Prerequisite: None, but a basic knowledge of the Internet is recommended

Set in a lecture format, this course gives students a basic knowledge of all the different areas of web development. Gain an understanding of terms, concepts, and programming languages that go into making a website. We recommend this course as a "starter" for anyone getting ready to jump into web development. Topics include:

- learning web terms and technologies
- looking at different web tools available
- hosting considerations
- keys to "getting discovered" by search engines
- looking at legal issues
- examining different script languages and codes used in web development
- evaluating and working with basic web design techniques

Computer Skills Internet

XML (Basic)

Course Number:	PC 316	Dates:	Oct. 27-28, 2003	Feb. 16-17, 2004
Length:	2 Days			June 14-15, 2004
Cost:	\$350.00			
Skill Level:	3			

Prerequisite: HTML (Basic), HTML (Intermediate), and HTML: Style Sheets

Extensible Markup Language (XML) is positioned to be the next generation of data transfer. Topics include:

- learning the origins of XML
- creating "well-formed" XML documents
- creating valid XML documents
- writing schema for XML structure
- writing DTDs for XML structure
- working with XML linking
- displaying XML through the browser
- attaching the style sheets
- using XSLT to format XML documents
- looking at additional XML tools
- discussing the future of XML

Computer Skills

PC Platforms

Introduction to PCs

Course Number:	PC 015	Date:	Nov. 7, 2003
Length:	3 Hours		
Cost:	\$50.00		
Skill Level:	1		

This half-day workshop is devoted to introducing participants to PC terminology ? learn in everyday terms how the PC works. In a discussion/lecture format, participants are presented with the concepts, terms, and ideas needed to get started using PCs. Topics include:

- hardware and software concepts
- saving information
- basic Internet ideas and terms
- how to access the Internet

Microsoft Outlook (Basic)

Course Number:	PC 254	Dates:	Nov. 6, 2003	Mar. 23, 2004
Length:	1 Day			
Cost:	\$75.00			
Skill Level:	2			

Prerequisite: Working with Windows

Learn the powerful features of Outlook in this one-day class. Topics include:

- e-mail
- managing mail
- scheduling
- contact management
- tasks
- notes

What's New in Office XP?

Course Number:	PC 210	Date:	Oct. 8, 2003
Length:	1 Day		
Cost:	\$75.00		
Skill Level:	2		



Prerequisite: Working with Windows

Get an overview of the new functions of Microsoft Office XP. In this course, participants will explore the new XP components and work with new features in Access, Excel, Word, PowerPoint, and Outlook 2002 (XP).

Working with Windows

Course Number:	PC 047	Dates:	Dec. 5, 2003	Apr. 19, 2004
Length:	1 Day			
Cost:	\$75.00			
Skill Level:	1			

This course is intended for anyone who is new to the Windows environment. Students may come from the Windows 95, 98, or 2000 operating systems. Course objectives include:

- becoming familiar with Windows terminology
- reviewing basic Windows' elements
- reviewing basic mouse techniques
- using the taskbar and start menu
- mastering the hidden features in the taskbar
- managing folders and files with Windows Explorer
- creating shortcuts
- customizing the desktop
- using the shortcut mouse button

Computer Skills

Spreadsheets

Microsoft Excel (Basic)

Course Number:	PC 062	Dates:	Aug. 13, 2003	Jan. 6, 2004
Length:	1 Day		Sept. 8, 2003	Feb. 2, 2004
Cost:	\$75.00		Oct. 23, 2003	Mar. 10, 2004
Skill Level:	2		Dec. 3, 2003	May 21, 2004

Prerequisite: Working with Windows

In this course, participants explore this popular spreadsheet package. Topics include:

- designing spreadsheets
- working with ranges
- entering and editing labels and values into cells
- creating formulas to perform basic calculations
- formatting the spreadsheet
- utilizing workbook features

Microsoft Excel (Intermediate)

Course Number:	PC 063	Dates:	Aug. 21, 2003	Jan. 13, 2004
Length:	1 Day		Sept. 9, 2003	Feb. 20, 2004
Cost:	\$75.00		Oct. 24, 2003	Apr. 20, 2004
Skill Level:	3		Nov. 14, 2003	May 28, 2004

Prerequisite: Microsoft Excel (Basic)

This course is intended for anyone with a working knowledge of Excel who wants to learn efficient ways to work with this package. This course includes:

- reviewing Excel basics
- creating and using named ranges
- troubleshooting formulas
- creating charts based on worksheet data
- sorting and filtering data with list management
- editing and formatting charts
- creating links between Excel worksheets, workbooks, and other packages

Microsoft Excel (Advanced)

Course Number:	PC 064	Dates:	Sept. 25, 2003	Jan. 20, 2004
Length:	1 Day		Nov. 17, 2003	Mar. 22, 2004
Cost:	\$85.00			
Skill Level:	3			

Prerequisite: Microsoft Excel (Intermediate)

Take your knowledge of Excel to the next level to improve and expand your spreadsheet capabilities. Topics include:

- pivot tables
- data tables
- "what-if" analysis
- goal seek
- scenario manager
- solver
- simple macros
- advanced functions
- customizing Excel

Microsoft Excel: Business Functions

Course Number:	PC 104	Dates:	Sept. 26, 2003	Jan. 27, 2004
Length:	1 Day			Apr. 16, 2004
Cost:	\$85.00			
Skill Level:	3			

Prerequisite: Microsoft Excel (Intermediate)

This course is for experienced users of Excel who would like a broader view of a variety of functions in Excel. This course focuses on database, text, informational, and logical functions. This course is NOT intended for those wanting to review intense statistical functions. Topics include:

- investigating new functions
- using the paste function tool
- using function arguments
- combining functions within formulas
- troubleshooting function errors
- using a broad range of functions

Computer Skills Spreadsheets

Microsoft Excel: Charting

Course Number: PC 103
Length: 1 Day
Cost: \$85.00
Skill Level: 2

Dates: Nov. 24, 2003 Mar. 29, 2004

Prerequisite: Microsoft Excel (Basic)

Tear into the charting power of Excel with this hands-on course! Learn all the hidden tools available for creating eye-catching, informational charts. Course topics will cover:

- developing a variety of chart types
- creating combination charts
- applying graphics
- using default charts

Computer Skills Technical – ITEC



PDS is a member of ITEC (Iowa Training and Education Consortium). ITEC is a joint venture between corporations and technology-training organizations. The Consortium is focused on providing the highest-quality technology training in a productive, cost-effective environment.

All state agencies are eligible to take advantage of PDS' membership and will receive reduced costs on training that typically is offered only in large metropolitan areas. By using ITEC, your department will reduce its travel costs and increase employee development opportunities.

In addition to the courses listed below, many other courses (like Unix, Linux, PERL, Oracle, Business Objects Reporting, Websphere, Advanced Java, and VisualAge Java) can be arranged upon request. Call PDS today at 515-281-5456 for more information or to sign up for occasional e-mail updates on upcoming ITEC courses.

Crystal Reports (Basic)

Course Number:	PC 114	Dates:	Aug. 6-7, 2003	Mar. 30-31, 2004
Length:	2 Days		Nov. 20-21, 2003	May 26-27, 2004
Cost:	\$470.00			
Skill Level:	3			

Prerequisite: Knowledge of Windows or NT Operating Systems and some database experience

This interactive workshop is designed for the person who needs to generate reports powerfully and efficiently. As a new user of Crystal Reports, you will learn:

- a variety of report designs and layouts
- how to link and work with external data sources
- multiple techniques on sorting
- grouping and summarizing reported data
- formatting options and conditional settings
- formula options and graphing techniques
- how to set cross-tab functionality
- a variety of report distributions
- how to create form letters and a statement of accounts

Crystal Reports (Intermediate)

Course Number:	PC 115	Dates:	Sept. 18-19, 2003	Jan. 29-30, 2004
Length:	2 Days			May 3-4, 2004
Cost:	\$470.00			
Skill Level:	4			

Prerequisite: Crystal Reports (Basic)

This class is for data managers who need to increase their skill set within Crystal Reports. In this interactive course you will learn:

- additional section settings to increase the power of your reports
- the use of functions within formulas
- advanced formula examples
- how to work with sub reports
- advanced graphing
- how to work with OLE objects
- methods for connecting with the four data sources for your reports
- basic SQL commands and syntax
- how to work with dictionaries
- the power of Crystal Reports on the Web

Computer Skills

Technical – ITEC

Java 2 Beginner with Object Orientation

Course Number: IT 008
Length: 5 Days
Cost: \$1,795.00
Skill Level: 4

Dates: Oct. 13-17, 2003 Feb. 16-20, 2004
May 3-7, 2004



Prerequisite: This course is focused on the fundamentals of Java and thus is for the beginner or the programmer (i.e., school-level knowledge of PASCAL; COBOL programmers; FORTRAN programmers; even beginning web developers) who want to start with a fresh new way of programming. Students will need to know how to organize their PC files and folders and use any basic text editor.

The basis of Java is Object Orientation. Java 2, version 1.3, has broken the mold in allowing programmers to create single programs that are compatible with any platform, not just in execution, but also in communication between these platforms. This five-day course includes the following topics:

- installing the Java Development Kit
- introduction to Object Oriented Programming (OOP)
- Java ABC's
- working with objects
- looping around
- applets
- Swing and GUI
- user input
- threads and animations
- error handling
- Java streams
- serialization
- communicating across the Internet
- Java Data Base Connectivity (JDBC)

Microsoft Project (Basic)

Course Number: PC 121
Length: 2 Days
Cost: \$320.00
Skill Level: 2

Dates: Aug. 26-27, 2003 Mar. 15-16, 2004
Oct. 28-29, 2003 May 6-7, 2004
Dec. 8-9, 2003

Prerequisite: Working with Windows

Learn to track projects easily in this informative one-day course. Topics to be covered include:

- adding tasks and resources
- tracking projects
- defining resources
- developing a time line
- viewing GANTT and PERT charts
- working with calendars
- setting a baseline
- printing views and reports
- working with multiple projects

Microsoft Project (Advanced)

Course Number: PC 122
Length: 1 Day
Cost: \$175.00
Skill Level: 3

Dates: Nov. 18, 2003 Apr. 12, 2004

Prerequisite: Microsoft Project (Basic)

This course takes participants' knowledge of Microsoft Project to new heights. Topics include:

- preparing resources and costs
- resolving conflicts
- tracking through e-mail
- tracking financial progress
- customizing Project
- importing and exporting data
- working with Project on the Web

Computer Skills Technical – ITEC

Object-Oriented Analysis and Design with UML and Patterns

Course Number: IT 005
Length: 5 Days
Cost: \$2,065.00
Skill Level: 4

Dates: Sept. 22-26, 2003 Jan. 12-16, 2004
Apr. 26-30, 2004



Prerequisite: Proficiency in a high-level programming language.

This five-day course follows a development process that combines real-world experience with the best practices from OMT, Objectory™, and the Unified Process. Participants will produce analysis and design artifacts using the Unified Modeling Language (UML), the standard notation for object-oriented analysis and design. Also included is how to skillfully assign responsibilities to objects during the design phase.

Computer Skills Technical – Microsoft Certified Training

PDS' contractor for computer-skills training, Integrated Software Solutions (ISS), is a Microsoft Certified Technical Education Center (CTEC), which authorizes them to offer training on the full range of Microsoft operating systems and networking products. All curriculum is Microsoft approved. All instructors are Microsoft Certified Trainers (MCTs), MCSE-certified, or MCDB-certified, and carry years of experience supporting and teaching Microsoft networking, systems, and programming products. **To access available dates and course descriptions for Microsoft Certified training, please visit the ISS website at www.GoPortable.com or call ISS at 515-270-6534 for more information.**

MOC 1013: Mastering Visual Basic 6.0 – Development

Course Number: PC 125
Length: 5 Days
Cost: \$1,225.00
Skill Level: 4

Prerequisite: Microsoft Visual Basic Programming knowledge

MOC 1303: Mastering Visual Basic 6.0 – Fundamentals

Course Number: PC 126
Length: 5 Days
Cost: \$1,225.00
Skill Level: 4

MOC 1560: Updating Support Skills from NT to Windows 2000

Course Number: PC 289
Length: 5 Days
Cost: \$1,225.00
Skill Level: 4

Prerequisite: MOC 803: Administering Microsoft Windows NT 4.0 or equivalent skills and knowledge; MOC 922: Supporting Microsoft Windows NT 4.0 Core Technologies or equivalent skills and knowledge; a thorough understanding of DHCP, WINS, and Internet Protocol (IP) subnetting and routing; experience supporting networks and end users

MOC 1561: Designing a Windows 2000 Directory Services Infrastructure

Course Number: PC 280
Length: 3 Days
Cost: \$735.00
Skill Level: 4

Prerequisite: MOC 1560: Updating Support Skills from NT to Windows 2000 or MOC 2154: Implementing and Administering Microsoft Windows 2000 Directory Services

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MOC 1573: Designing Microsoft Exchange 2000 for the Enterprise

Course Number: PC 249
Length: 3 Days
Cost: \$735.00
Skill Level: 4

Prerequisite: MOC 1572: Implementing and Managing Microsoft Exchange 2000; a working knowledge of networking, including Transmission Control Protocol/Internet Protocol (TCP/IP), Domain Name System (DNS), Internet Information Services (IIS), Internet protocols, Post Office Protocol version 3 (POP3) or Internet Message Access Protocol version 4 (IMAP4), Simple Mail Transfer Protocol (SMTP), Hypertext Transfer Protocol (HTTP), and Network News Transfer Protocol (NNTP)

MOC 1588: Building E-Commerce Solutions

Course Number: PC 310
Length: 2 Days
Cost: \$490.00
Skill Level: 4

Prerequisite: HTML (Basic), HTML (Intermediate), and Programming Fundamentals

MOC 1905: Building XML-Based Web Applications

Course Number: PC 330
Length: 5 Days
Cost: \$1,225.00
Skill Level: 4

Prerequisite: MOC 1303: Mastering Visual Basic 6.0 - Fundamentals and MOC 1013: Mastering Visual Basic 6.0 - Development; knowledge of HTML; knowledge of relational databases; programming using Microsoft Visual Basic, Visual Basic for Applications, or the Visual Basic Scripting Edition (VBScript) language; creating procedures, using loops, variables, and COM objects; and knowledge of a data-access API such as DAO, RDO, or ADO will help students meet the prerequisites and get more out of the course

MOC 2010: Designing a Windows 2000 Migration Strategy

Course Number: PC 281
Length: 2 Days
Cost: \$490.00
Skill Level: 4

Prerequisite: MOC 1561: Designing a Windows 2000 Directory Services Infrastructure; a working knowledge of actual directory planning and design; and experience evaluating forest and site designs for the purposes of upgrading

MOC 2063: Introduction to ASP .NET

Course Number: PC 298
Length: 3 Days
Cost: \$735.00
Skill Level: 4



Prerequisite: Be able to create forms and tables in HTML, write MS Visual Basic or Visual Basic Scripting Edition (VBScript) code, create an ASP page, retrieve data from a relational database by using ADO

Computer Skills

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MOC 2072: Administering a Microsoft SQL Server 2000 Database

Course Number: PC 167
Length: 5 Days
Cost: \$1,225.00
Skill Level: 4

Prerequisite: Some experience using a Server Operating System; an understanding of basic relational database concepts; knowledge of basic Transact-SQL syntax; familiarity with the role of the database administrator

MOC 2073: Programming a Microsoft SQL Server Database

Course Number: PC 168
Length: 5 Days
Cost: \$1,225.00
Skill Level: 4

Prerequisite: Experience using a Server Network Operating System; an understanding of basic relational database concepts; knowledge of basic Transact-SQL syntax; familiarity with the role of the database administrator

MOC 2126: Managing a Microsoft Windows 2000 Network Environment

Course Number: PC 212
Length: 5 Days
Cost: \$1,225.00
Skill Level: 4



Prerequisite: Successful completion of MOC 2151: Microsoft Windows 2000 Network and Operating System Essentials and MOC 2152: Implementing a Microsoft Windows 2000 Professional Server or equivalent knowledge

MOC 2150: Designing a Secure Microsoft Windows 2000 Network

Course Number: PC 293
Length: 3 Days
Cost: \$735.00
Skill Level: 4

Prerequisite: MOC 1560: Updating Support Skills from NT to Windows 2000 or MOC 2154: Implementing and Administering Microsoft Windows 2000 Directory Services or a working knowledge of Windows 2000 Directory Services

MOC 2151: Microsoft Windows 2000 Network and Operating System Essentials

Course Number: PC 287
Length: 3 Days
Cost: \$735.00
Skill Level: 4

Prerequisite: Proficiency in using the Windows Interface; general knowledge of computer hardware components; and knowledge of networking concepts

MOC 2152: Implementing a Microsoft Windows 2000 Professional Server

Course Number: PC 284
Length: 5 Days
Cost: \$1,225.00
Skill Level: 4

Prerequisite: MOC 2151: Microsoft Windows 2000 Network and Operating System Essentials

Computer Skills Technical – Microsoft Certified Training

MOC 2153: Implementing a Microsoft Windows 2000 Network Infrastructure

Course Number: PC 283
Length: 5 Days
Cost: \$1,225.00
Skill Level: 4

Prerequisite: MOC 2152: Implementing a Microsoft Windows 2000 Professional Server

MOC 2154: Implementing and Administering Microsoft Windows 2000 Directory Services

Course Number: PC 288
Length: 5 Days
Cost: \$1,225.00
Skill Level: 4

Prerequisite: MOC 2153: Implementing a Microsoft Windows 2000 Network Infrastructure

MOC 2272: Implementing and Supporting Microsoft Windows XP Professional

Course Number: PC 213
Length: 5 Days
Cost: \$1,225.00
Skill Level: 4



Prerequisite: Basic administration experience with Windows 2000 networks

MOC 2373: Programming with Microsoft Visual Basic

Course Number: PC 214
Length: 5 Days
Cost: \$1,225.00
Skill Level: 4



Prerequisite: Before attending this course, students must have: experience developing applications with Visual Basic 4.0 or later and successful completion of MOC 1013: Mastering Microsoft Visual Basic 6.0 – Development

MOC 2389: Programming with Microsoft ADO .NET

Course Number: PC 215
Length: 3 Days
Cost: \$735.00
Skill Level: 4



Prerequisite: This course assumes that students have the following skills: understanding of relational database concepts: table, row, column, primary keys, foreign keys, constraints, and views; data query and modification experience, including experience with SELECT, INSERT, UPDATE, and DELETE commands; exposure to XML documents, style sheets, and schemas; experience with Visual Basic .NET, Visual Basic for Applications, or previous versions of Visual Basic; experience building user interfaces, including web applications or Microsoft Windows applications

Computer Skills

Technical – Microsoft Certified Training

MOC 2415: Programming the Microsoft .NET Framework with Visual Basic .NET

Course Number: PC 216
Length: 5 Days
Cost: \$1,225.00
Skill Level: 4



Prerequisite: Before attending this course, students must be proficient in the Microsoft Visual Basic programming language and have been exposed to the Visual Basic .NET language. Students can meet these prerequisites by taking MOC 2559: Introduction to Visual Basic .NET Programming with Microsoft .NET

MOC 2559: Introduction to Visual Basic .NET Programming with Microsoft .NET

Course Number: PC 217
Length: 5 Days
Cost: \$1,225.00
Skill Level: 4



Prerequisite: Before attending this course, students must have Windows navigation skills; at least three months experience developing applications in either a graphical or non-graphical environment; and completion of Microsoft MSDN 2667: Introduction to Programming; or understanding of the basics of structured programming, including concepts such as flow control, variables and parameters, and function calls

Computer Skills

Word Processing

Microsoft Word (Basic)

Course Number:	PC 072	Dates:	Aug. 15, 2003	Jan. 9, 2004
Length:	1 Day		Oct. 20, 2003	Feb. 16, 2004
Cost:	\$75.00			Apr. 30, 2004
Skill Level:	2			

Prerequisite: Working with Windows

In this course, participants explore Word, the most popular word processor for the Microsoft Windows environment. This course shows why! Topics include how to:

- enter and edit text
- add and remove enhancements
- change the font face and size
- align text
- change margins
- insert page breaks
- create, change, and use tabs
- use spell check

Microsoft Word (Intermediate)

Course Number:	PC 084	Dates:	Sept. 22, 2003	Jan. 16, 2004
Length:	1 Day		Dec. 1, 2003	Mar. 26, 2004
Cost:	\$75.00			
Skill Level:	3			

Prerequisite: Microsoft Word (Basic)

This course is for participants who want to enhance their knowledge of Word. Learn to work with headers and footers, format paragraphs, create templates, and manage files in this one-day course. Topics include:

- working with paragraph indents
- using bulleted and numbered lists
- creating and changing headers and footers
- creating and editing AutoText to insert text
- creating, using, and editing templates
- managing files and folders

Microsoft Word (Advanced)

Course Number:	PC 073	Dates:	Sept. 30, 2003	Jan. 23, 2004
Length:	1 Day			Apr. 22, 2004
Cost:	\$85.00			
Skill Level:	3			

Prerequisite: Microsoft Word (Intermediate)

In this course participants will work with columns, graphics, styles, tables, mail merge, and macros. Other topics include:

- defining columns
- inserting column breaks
- defining, applying, redefining, and sharing styles
- creating, formatting, and adding formulas to tables
- creating data files and form files for mail merges
- recording and playing macros

Microsoft Word: Developing Fill-In Forms

Course Number:	PC 136	Dates:	Oct. 2, 2003	Jan. 29, 2004
Length:	1 Day			
Cost:	\$85.00			
Skill Level:	3			

Prerequisite: Microsoft Word (Advanced)

This course is intended for the experienced user who wants to build online fill-in forms using Word. Word form fields and specialty fields help create forms that provide online help, guide users from start to finish, and can replace paper forms. Topics will include:

- overview of Word's form capabilities
- building form templates
- adding interactivity with form fields
- customizing form field properties
- adding help text
- building a prompting form
- using document protection
- saving only the data in a form
- printing only the data in a form
- troubleshooting

Continuous Quality Improvement (CQI)

Building A High-Performing Workplace

Course Number: GI 302
Length: 1 Day
Cost: \$125.00
Eligibility: All
Competency: PM and IS

Dates: Oct. 8, 2003 Feb. 18, 2004



Learn what it takes to make the transformation to a quality culture. Topics include:

- understanding various organizational cultures
- understanding change and innovation
- fostering "win-win" teams
- moving to a long-term focus (strategic planning)
- understanding "systems thinking" and organizational learning.
- developing customer-oriented policies and procedures
- reducing or driving out fear
- understanding the empowerment process

Customer Service

Course Number: QM 002
Length: 1 Day
Cost: \$70.00
Eligibility: All
Competency: CF

Dates: Sept. 16, 2003 Feb. 20, 2004
June 11, 2004



This interactive course is designed for all employees, front-line staff, or management, whether working with internal or external customers. In addition to exploring the increasingly important role of customer relations in government organizations, participants will:

- analyze customer expectations
- practice specific ways of handling complaints and problems effectively and efficiently
- learn the keys to an effective customer service policy
- learn how to make customers feel valued, important, and confident about using your services
- understand the role of customer service in your agency's success
- explore methods of supporting staff for enhanced customer service

Customer Service Telephone Skills

Course Number: QM 030
Length: 1 Day
Cost: \$65.00
Eligibility: All
Competency: CF

Dates: Nov. 18, 2003 Mar. 10, 2004

Today many customers know us only by the impression we make on the phone. Our telephone skills give that first impression and more. This interactive workshop includes:

- taking calls, discerning necessary information, and gaining information from callers
- dealing with difficult, irate, or abusive callers
- exploring ways to not make excuses
- responding if you don't have the answer
- identifying inflammatory triggers and saying what you mean without angering the caller

Continuous Quality Improvement (CQI)

Facilitating for Results

Course Number:	QM 026	Dates:	Mar. 10-11, 2004
Length:	2 Days		
Cost:	\$200.00		
Eligibility:	All		
Competency:	IS		

This highly interactive course is designed for individuals who want to improve their facilitation skills. The tools and techniques are useful for leaders of ongoing teams, project teams, and limited-session meetings of task forces. Topics include:

- the role of the facilitator
- consensus-building basics
- appropriate diagnostic techniques
- interventions for difficult facilitation situations
- group facilitation guidelines
- the Ten Step Problem-Solving Process
- tips for maximizing team and facilitation effectiveness

Utilizing Focus Groups

Course Number:	QM 032	Date:	Nov. 5, 2003
Length:	1 Day		
Cost:	\$110.00		
Eligibility:	All		
Competency:	PM		

Learn the techniques necessary for assembling and using focus groups to help produce desired results. Topics include how to:

- determine composition of groups
- tailor questions and presentations to garner information needed
- manage focus groups
- maintain neutrality
- evaluate information received

Foundations For The Workplace

Making Meetings Cook!

Course Number:	GI 092	Dates:	Sept. 30, 2003	Apr. 14, 2004
Length:	3 Hours			
Cost:	\$50.00			
Eligibility:	All			
Competency:	PM			

If you schedule, lead, or participate in meetings, this course is for you. Just as there are three steps to making a great meal, there are three similar steps to "Making Meetings Cook." Whether your meetings are big or small, the recipes and tips in this class will help you have successful meetings every time!

- preparing for meetings
- conducting meetings
- "cleaning up" after meetings

Managing Your Time and Priorities

Course Number:	GI 090	Date:	Feb. 19, 2004
Length:	1 Day		
Cost:	\$70.00		
Eligibility:	All		
Competency:	PM		

This course will provide participants with the skills to increase productivity and achieve their goals. Participants will learn to accomplish more by first scheduling their priorities and then prioritizing their schedules. The seminar includes strategies for:

- using short- and long-term goals for personal and professional growth
- solving the time crunch in your life by eliminating common time wasters
- getting and staying organized
- using a variety of tools to manage time effectively
- managing the many priorities in our lives

Office Professionalism

Course Number:	GI 057	Date:	Sept. 19, 2003
Length:	1 Day		
Cost:	\$65.00		
Eligibility:	All		
Competency:	OA		

This course is highly recommended for those who are new to support roles. It also serves as a good refresher for people who are looking for new ways to be more effective and productive in today's changing workplace. Topics include:

- your important role in state government
- communication and conflict management
- time and organizational effectiveness
- accepting change
- setting goals
- growing professionally and personally

Professional Image: Efficiency, Impact, and Results

Course Number:	GI 084	Date:	Feb. 17, 2004
Length:	1 Day		
Cost:	\$75.00		
Eligibility:	All		
Competency:	CF		

An enhanced professional image is important for all employees who want to project a confident, professional self. Many people make judgments based on "first impressions." Therefore, a positive impression is critical. Topics include:

- understanding professionalism on the job
- increasing credibility, confidence, and composure
- dealing professionally with coworkers, supervisors, and the public
- communicating in a professional manner
- using body language effectively
- managing your appearance to create a professional image

Competencies:
IS=Interpersonal Skills
ED=Employee Development
IA=Information Analysis
CF=Customer Focus
OA=Organizational Awareness and Development
PM=Process Management
(See Pages 5-7 for more information)

Management Concepts and Applications

Discipline, Grievances, and the Contracts

Course Number:	NC 901	Dates:	Aug. 12, 2003	Mar. 3, 2004
Length:	1 Day		Oct. 22, 2003	Apr. 8, 2004
Cost:	\$60.00*		Nov. 18, 2003	
Eligibility:	EMS			
Competency:	OA			

Understanding the discipline and grievance process is crucial to any supervisor or manager in state government. This course focuses on the methods of effective and timely discipline; the role of the supervisor and manager in the grievance process; and how to interpret the state labor contracts. Other topics include:

- preventive discipline
- just cause
- contract provisions

Equal Employment Opportunity/Affirmative Action: Making the Most of Your Workforce

Course Number:	NC 202	Dates:	Aug. 28, 2003 a.m.	Feb. 17, 2004 a.m.
Length:	3 Hours		Dec. 10, 2003 a.m.	May 6, 2004 a.m.
Cost:	\$50.00*			
Eligibility:	EMS			
Competency:	ED			

Equal Employment Opportunity and Affirmative Action (EEO/AA) are important parts of the State's long-range workforce planning as well as its commitment to attracting and retaining a diverse workforce. Therefore, understanding EEO/AA is critical for all supervisors and managers. Participants will learn the legal principles of EEO/AA and its use as a tool to effectively manage an increasingly diverse workplace. Topics include:

- differences between EEO and AA
- state and federal EEO/AA laws
- correct use of AA in all employment processes

Fair Employment Hiring Practices

Length:	1 ½ Hours	Dates:	Oct. 23, 2003	Apr. 22, 2004
Cost:	Free			
Eligibility:	All			
Competency:	ED			

This free course is provided to state employees as an informational overview of what constitutes fair-hiring practices. It is designed to introduce the concepts of discriminatory conduct and how to avoid such behavior in the hiring process.

The course is offered through the Iowa Civil Rights Commission. **To enroll, participants should contact the Iowa Civil Rights Commission at 515-281-8086 at least 3 weeks prior to the training.**

* No charge to participants in the Applied Management Series (AMS) Certificate Program

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Management Concepts and Applications

Family and Medical Leave Act (FMLA)

Course Number:	NC 122	Dates:	Sept. 16, 2003	Mar. 9, 2004
Length:	3 Hours		Dec. 9, 2003	June 9, 2004
Cost:	Free			
Eligibility:	EMS			
Competency:	OA			

This three-hour course will provide you with the information you need to answer your questions regarding the Family and Medical Leave Act. Understanding this law's impact on the workplace is essential for all supervisors and managers. Topics covered are:

- the law
- eligibility
- entitlement
- practical applications
- benefits

From Interview to Hire

Course Number:	NC 301	Dates:	Sept. 9, 2003 a.m.	Mar. 18, 2004 a.m.
Length:	4 Hours		Dec. 11, 2003 a.m.	
Cost:	\$60.00*			
Eligibility:	EMS			
Competency:	ED			

In this course, participants learn to develop a structured process to use in screening, interviewing, and hiring. Topics include:

- analyzing the knowledge, skills, and abilities (KSAs) necessary for the position
- analyzing a position's essential functions
- developing skills for conducting a successful interview
- designing interview questions that are legal
- getting the answers you need
- making the final hiring decision

Hiring and Working with Persons with Disabilities

Course Number:	SC 237	Dates:	Aug. 19, 2003 a.m.
Length:	3 Hours		Sept. 23, 2003 a.m.
Cost:	\$20.00		
Eligibility:	EMS		
Competency:	ED		



Hiring and retaining persons with disabilities is an important part of the State's long-range workforce plan, as well as part of its commitment to attracting and retaining a diverse workforce. Two-thirds of all disabilities are acquired later in life. Couple that with the statistics about Iowa's aging population and it becomes clear that supervisors need to understand how to hire and work with persons with disabilities. This course will include a panel discussion with businesses that have been successful in providing an inclusive environment for persons with disabilities. Topics will focus on the following:

- interviewing
- testing
- hiring
- promoting
- making reasonable accommodations

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Management Concepts and Applications

Investigating Employee Misconduct

Course Number:	NC 118	Dates:	Aug. 14, 2003	Mar. 11, 2004
Length:	1 Day		Oct. 9, 2003	May 6, 2004
Cost:	\$60.00*			
Eligibility:	EMS			
Competency:	OA			

This course is designed to assist supervisors and managers in investigating employee misconduct. Participants will learn how to gather information about an employee's alleged misconduct or rule violation, the purpose of an investigation, how the elements of just cause play a key part in the investigation, and how to conduct the investigation.

Orientation to Supervision

Course Number:	NC 117	Dates:	Oct. 28-29, 2003	Jan. 13-14, 2004
Length:	1 ½ Days			Mar. 30-31, 2004
Cost:	Free			May 18-19, 2004
Eligibility:	EMS			
Competency:	OA			

This seminar is designed to help newly promoted supervisors make the transition from worker to supervisor. It is also a good refresher course for experienced supervisors. Topics include:

- qualities of an effective leader
- the role of the supervisor as the link between employees and upper management
- the role of the supervisor in personnel functions
- personnel resources available to supervisors and employees
- the State of Iowa Employee Assistance Program

Overview of Equal Opportunity Employment Laws and Affirmative Action

Length:	1 ½ Hours	Dates:	Oct. 2, 2003	Apr. 8, 2004
Cost:	Free			
Eligibility:	All			
Competency:	OA			

This free course is provided to state employees as an informational overview of major equal employment opportunity laws and affirmative action principles. It is designed to provide a basic understanding of what constitutes discriminatory conduct in employment and how to take proactive steps in addressing it.

The course is offered through the Iowa Civil Rights Commission. **To enroll, participants should contact the Iowa Civil Rights Commission at 515-281-8086 at least 3 weeks prior to the training.**

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Management Concepts and Applications

Performance Evaluation

Course Number:	NC 401	Dates:	Aug. 7, 2003	Mar. 17, 2004
Length:	1 Day		Sept. 9, 2003	May 13, 2004
Cost:	\$60.00*		Oct. 9, 2003	
Eligibility:	EMS		Dec. 11, 2003	
Competency:	ED			

This workshop serves as a strong foundation for those new to supervision and as a refresher for experienced supervisors. Participants learn how to:

- complete the required forms
- communicate performance expectations in objective terms
- write performance expectations
- provide positive and negative feedback
- monitor an employee's progress during the evaluation period
- conduct the performance evaluation conference

Preventing Sexual Harassment for Supervisors

Course Number:	NC 119	Dates:	Sept. 17, 2003 a.m.	Jan. 28, 2004 a.m.
Length:	4 Hours		Nov. 18, 2003 a.m.	Apr. 7, 2004 a.m.
Cost:	\$50.00*			
Eligibility:	EMS			
Competency:	OA			

Participants in this course will learn about their supervisory responsibilities in dealing with sexual harassment on the job. Topics include:

- legal interpretations of sexual harassment
- employer liability
- behaviors that constitute sexual harassment
- the supervisor's role in preventing sexual harassment
- investigation of sexual harassment

Reengineering Jobs and Work

Course Number:	GI 303	Dates:	Oct. 23, 2003	Mar. 4, 2004
Length:	1 Day			
Cost:	\$110.00			
Eligibility:	All			
Competency:	ED			

Prerequisite: None

Participants will develop skill in identifying reengineering needs; understand the individual and organizational change and transition processes; and develop strategies to facilitate the reengineering of work units. Topics include:

- principles of reengineering
- key roles in the process
- composing a reengineering checklist
- traps for failure
- how to help people through transitions

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Management Concepts and Applications

Return On Investment: When, Why, and How

Course Number:	GI 902	Date:	Aug. 27, 2003
Length:	1 Day		
Cost:	\$70.00		
Eligibility:	All		
Competency:	PM		

Achieve a basic level of understanding and appreciation of the value of ROI calculations and enable participants to conduct basic ROI calculations for state programs and investments of various kinds. Topics include:

- defining Return on Investment (ROI)
- understanding when to use ROI
- understanding the difference between ROI and cost/benefit analysis
- using an ROI process to provide value to the public and decision makers
- understanding the Iowa Accountable Government Act and the role ROI plays
- making ROI calculations
- beginning the process
- calculating ROI
- determining the correct ROI formula
- organizing both quantitative and qualitative data
- analyzing the value of your potential investment
- understanding the impact of organizational investment decisions
- understanding the possible effects on an organization
- understanding the possible effects on stakeholders
- understanding the role of ROI when an organization is facing financial difficulty

Strategies for Managing Diversity

Course Number:	SC 238	Dates:	Oct. 21, 2003	Mar. 2, 2004
Length:	1 Day			
Cost:	\$65.00			
Eligibility:	EMS			
Competency:	IS			



This course will provide participants with knowledge about key concepts and strategies that ensure a workplace that values diversity. Topics include:

- promoting an inclusive work environment
- managing a changing workforce
- managing diversity as a business initiative and its application in the public sector.
- understanding demographic changes
- identifying the symptoms of and techniques for resolving cultural conflict
- dealing with barriers such as stereotypes, assumptions, biases, and perceptions
- creating a work environment of trust and respect
- managing conflict
- what to do when managing conflict; what to avoid

Systematic Development of Informed Consent (SDIC)

Course Number:	PT 105	Dates:	Mar. 23-25, 2004
Length:	3 Days		
Cost:	\$350.00		
Eligibility:	EMP		
Competency:	PM and IS		

Implementing projects, even controversial ones, is a lot more attainable than most people think. In this course, participants learn that any worthy project proposed by your agency can go from an idea to reality without getting stalled or torpedoed by those who are opposed to it.

SDIC is a public-involvement strategy for public-sector managers who are responsible for difficult, complex, or controversial projects, programs, regulations, bond issues, etc. Learn about the concept of informed consent and how it can help you be 100% responsive toward a diverse and demanding public, while at the same time be 100% responsible toward your mission. Consent-building works for internal as well as external problem solving.

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Management Concepts and Applications

What is the ADA?

Course Number:	NC 123	Dates:	Oct. 15, 2003 a.m.	Apr. 15, 2004 a.m.
Length:	4 Hours			
Cost:	Free			
Eligibility:	EMS			
Competency:	OA			

This course is designed to show supervisors and managers their legal responsibilities under the Americans with Disabilities Act (ADA) and to give useful answers to often-asked questions. Topics include:

- the ADA
- court decisions
- EEOC guidelines
- reasonable accommodations

Working with Employees: A Counseling Approach

Course Number:	SC 213	Dates:	Oct. 1-2, 2003	Mar. 2-3, 2004
Length:	2 Days			
Cost:	\$175.00			
Eligibility:	EMS			
Competency:	ED			

In this course, participants learn to use a step-by-step counseling approach with employees to help them improve their performance and elicit a change in their behavior. Participants will:

- analyze principles of leadership, coaching, and counseling style
- identify specific strategies for enhancing coaching and counseling skills
- learn to manage conflict effectively
- learn how to utilize performance appraisals as a counseling tool
- explore the importance of communication techniques and listening skills

Workplace Behavior: Preventing Discrimination (Supervisory/Management Version)

Course Number:	SC 235	Date:	Oct. 7, 2003 a.m.
Length:	4 Hours		
Cost:	\$50.00		
Eligibility:	EMS		
Competency:	OA		

Participants in this course will learn about supervisory responsibilities in monitoring workplace communications and behaviors. It is also a review of the State of Iowa's Equal Employment Opportunity, Affirmative Action, and Anti-Discrimination Policy. Topics include:

- employment related laws affecting discriminatory communications and behaviors in the workplace
- employers' responsibilities and potential liabilities
- the supervisor's role in prevention
- elements of a productive workplace that foster positive and acceptable communications and behaviors

Personal Enrichment

American Sign Language (ASL) Level 1

Course Number:	GI 161	Dates:	To Be Arranged
Length:	One hour, two times per week for 12 weeks		
Cost:	\$70.00		
Eligibility:	All		
Competency:	IS		



This class will provide an introduction to American Sign Language (ASL) that revolves around a major language function such as introducing oneself, asking for and giving information, asking and giving directions, making requests, talking about activities, and identifying others. Through this functional approach, the language you learn is the language used in everyday conversation. By learning language functions in interactive contexts, you also develop conversational skills in confirming and correcting information, expressing degrees of uncertainty, and asking for clarification and repetition. Topics include:

- understanding specific cultural behaviors
- getting attention in an appropriate manner
- negotiating a signing environment
- interrupting conversations
- asking for repetition
- closing conversations

Community CPR and First Aid

Course Number:	GI 190	Date:	Sept. 16, 2003
Length:	1 Day		
Cost:	\$50.00		
Eligibility:	All		
Competency:	ED		



Be prepared to react properly in an emergency situation. This course teaches participants to recognize and care for breathing and cardiac emergencies in adults, children, and infants. Information on injury prevention for people of all ages is included, as well as tips on how to lead a healthy lifestyle. Participants will also learn how to care for injuries to muscles, bones, and joints; cuts and burns; shock; sudden illnesses; and heat- and cold-related emergencies.

Participants who successfully complete the course requirements will receive American Red Cross certification in Adult and Infant/Child CPR for one year and First Aid for three years.

Community CPR Recertification

Course Number:	GI 191	Dates:	Oct. 28, 2003 a.m. April 21, 2004 a.m.
Length:	4 Hours		
Cost:	\$30.00		
Eligibility:	All		
Competency:	ED		



This class will recertify participants in Adult and Infant/Child CPR. To attend this class, participants must hold a current Community CPR certification card. Certificates are considered current if they have been issued in the past 12 months. Other certificates do not meet course requirements and will not be accepted. PLEASE BRING YOUR CERTIFICATE WITH YOU TO CLASS.

Personal Enrichment

Creative Thinking and Problem Solving

Course Number: GI 160
Length: 1 Day
Cost: \$110.00
Eligibility: All
Competency: PM

Dates: Sept. 30, 2003 Mar. 17, 2004



This course is designed to help participants be more creative in their organization and learn how to accelerate and direct creativity toward desired results. Participants will be introduced to concepts, exercises, and techniques for generating innovative approaches to deal with problems. Topics include:

- defining creativity
- left- and right-brain thinking
- creativity blocks and blockbusters
- techniques for creative problem solving

Defensive Driving

Length: 6 Hours
Cost: \$20.00
Eligibility: All
Competency: ED

This course is for both professional drivers and private motorists. It is designed to sharpen driving skills, help prevent collisions, and lessen the severity of collisions.

The course is offered through the Department of Public Safety, Iowa State Patrol, from October through March. **To enroll, contact the Iowa State Patrol at (515) 242-6129.** The fee for this course covers the cost of materials.

Domestic Preparedness and Other Related Training

Length: Varies
Cost: Free
Eligibility: Emergency Management Coordinators, Emergency Medical Services, Fire, Law Enforcement, Public Works and Other Emergency Management Personnel
Competency: ED

These courses are designed to provide terrorism awareness and operations skills, as well as to identify terrorism preparedness techniques. Topics include:

- basic concepts for first responder awareness at the scene of a terrorism incident site
- design, conduct, and evaluation of disaster exercises
- concepts of "Command and Control" at the scene of an incident site and within an emergency operations center
- deployment of resources and preparedness skills for response disciplines such as fire, law, EMS, public works, and Emergency Management as they prepare for, respond to, and recover from a terrorist attack
- integrated response capability through effective planning for weapons of mass destruction incidents to include actions required for consequence and crisis management

These courses are offered through the Iowa Department of Public Defense, Iowa Emergency Management Division. **To enroll, contact the Iowa Emergency Management Division at 515-281-3231.** There are no fees for these courses.

Personal Enrichment

Emergency Response to Terrorism

Length:	Self Study (10 Hours)
Cost:	Free
Eligibility:	Emergency Medical Services, Fire, Hazmat, Incident Control, and Law Enforcement
Competency:	ED

This 10-hour self-paced, paper-based course provides basic awareness training to prepare first responders to respond to incidents of terrorism safely and effectively. Students who successfully complete the exam will be eligible for a National Fire Academy Certificate of Training.

Upon completion of this course, any student wishing to obtain a National Fire Academy certificate will need to complete the online exam successfully and submit a completed FEMA Form 75-5a General Admissions Application Short Form.

To access this course, please visit: www.usfa.fema.gov/fire-service/nfa-off3ss2.cfm

First Aid Recertification

Course Number:	GI 192	Dates:	Oct. 28, 2003 p.m. April 21, 2004 p.m.
Length:	2 Hours		
Cost:	\$10.00		
Eligibility:	All		
Competency:	ED		



If it has been three years since your last First Aid class, this is the class you need! Successful completion of this class will recertify you in First Aid for three years. PLEASE BRING YOUR CERTIFICATE WITH YOU TO CLASS.

Health Information on the Internet

Length:	3 Hours
Cost:	Free
Eligibility:	All
Competency:	ED

Fifty-five percent of adults who use the Internet look for health or medical information. Do your work responsibilities involve finding, evaluating, and using health-related information? If so, does searching the Internet take too much time? When you find health information, how do you know what is accurate and current?

Participants in this course will improve their ability to search health information databases; find health information related to their needs; and evaluate the quality of the resources they find. It will focus on the website for HealthInfoIowa (www.healthinfoiowa.org/) an Iowa-focused, health-information website made possible by a \$40,000 grant from the National Library of Medicine to the State Library.

Topics include consumer health information, health literacy, ethical issues of providing health information, evaluating health information, where to look for health information, search strategies, national databases such as MEDLINEplus and PubMed, and obtaining copies of health-related articles.

This course is offered through the State Library of Iowa. **To enroll, contact the State Library at 515-281-5790.**

Personal Enrichment

Managing Stress Effectively

Course Number:	GI 019	Dates:	Sept. 24, 2003	Mar. 24, 2004
Length:	1 Day			
Cost:	\$50.00			
Eligibility:	All			
Competency:	ED			

Stress is everywhere in our lives. Balancing work and family sometimes leaves us without the chance to take care of ourselves. Stress can be an overwhelming experience but can also be a powerful motivator in life. We have a choice.

This course encourages participants to acknowledge their personal stressors and determine both helpful and harmful strategies for dealing with stress. Learn multiple approaches for confronting and defeating stress, from relationships to thinking processes to personal lifestyle choices. By the end of the course, participants will have constructed a personal stress-management program.

Ready, Set, Retire

Course Number:	GI 073	Dates:	Oct. 30, 2003	Feb. 26, 2004
Length:	1 Day			June 17, 2004
Cost:	Free			
Eligibility:	Within 1 Year of Retirement			
Competency:	ED			

This free course is provided to state employees as an informational overview of retirement-related issues. Various experts discuss IPERS, Social Security benefits, deferred compensation, and insurance costs and coverage for state employees. This seminar is designed for individuals who are **within one year** of retirement.

IPERS estimates will be provided as well as individual counseling sessions with a Retirement Benefits Officer. Prior to the class, IPERS will send an estimate request form. This form must be completed and returned for a benefit estimate to be available the day of the class. Social Security estimates will also be provided.

Spouses are encouraged to attend with advanced notice. Please advise if spouse will attend when enrolling.

Retirement Planning: Long Range

Course Number:	GI 089	Date:	May 6, 2004
Length:	1 Day		
Cost:	Free		
Eligibility:	All		
Competency:	ED		

This workshop, developed and conducted by IPERS' representatives, gives you an insight to planning for your retirement. It is designed to provide general information. Topics include:

- understanding your IPERS benefits
- setting financial goals
- analyzing current retirement savings
- deferred compensation
- other aspects of retirement

This course is designed for individuals several years from retirement.

Personal Enrichment

Valuing Diversity in the Workplace

Course Number:	GI 103	Dates:	Sept. 25, 2003 a.m.	Feb. 5, 2004 a.m.
Length:	3 Hours		Nov. 13, 2003 a.m.	June 16, 2004 a.m.
Cost:	\$45.00			
Eligibility:	All			
Competency:	ED			

This half-day awareness course is designed to help participants understand and value cultural differences. The focus of this course is to foster positive attitudes, behaviors, and practices that support a diverse workplace. Topics include:

- the changing labor force
- differences between EEO/AA and diversity
- inclusions versus exclusions
- advantages and benefits to be gained by valuing diversity
- communication and language barriers to diversity

Professional Development

Administrative Law

Course Number:	PT 121	Date:	Dec. 2, 2003
Length:	1 Day		
Cost:	\$50.00		
Eligibility:	All		
Competency:	OA		

This one-day course provides an introduction to the Iowa Administrative Procedures Act (IAPA) as it applies to the operation of state agencies. Topics include:

- application of the law
- constitutional requirements
- legislative roles in rule making
- declaratory rulings
- agency adjudication
- judicial review
- recent statutory changes

This class is a must for anyone whose actions are reviewable by the legislature or courts.

Ethics in the Workplace

Course Number:	SC 230	Dates:	Aug. 13, 2003	Feb. 10, 2004
Length:	1 Day		Nov. 5, 2003	Apr. 20, 2004
Cost:	\$75.00			June 10, 2004
Eligibility:	All			
Competency:	IS			



State employees have an obligation to maintain the public's trust. Daily pressures can take their toll and complicate decision-making. Through discussion and activities, this course focuses on ethics in our daily lives and helps participants build a measuring device to gauge ethical decision making. This course uses the most effective and entertaining training tools available today on this topic.

Fast Track to Business Concepts

Course Number:	GI 159	Date:	To Be Arranged
Length:	15 Hours (five 3-hour courses)		
Cost:	\$100.00		
Eligibility:	All		
Competency:	IA		



This series of five courses focuses on improving business operations and charting a path for growth. Participants will create a viable business plan and a vision for success. Topics include:

- building a dynamic management infrastructure
- using market research to identify new growth opportunities
- conducting a market analysis for strengthening your business position in the market
- learning financial analysis tools for managing your business
- developing financial projections for managing your growth

Professional Development

Legislative Process in Iowa State Government

Course Number:	GI 144	Date:	Nov. 6, 2003
Length:	1 Day		
Cost:	\$50.00		
Eligibility:	All		
Competency:	OA		

This course is designed for employees who work with and want to have a better understanding of the legislative process. The course describes the structure and roles of the legislative branch and how an idea becomes law. It also describes how to use the General Assembly website to access legislative information, how to read bills and amendments, how to prepare a fiscal note, the legislative time line, and what the ethics law means for state employees. The course will be tailored to emphasize the interests and needs of participants.

Negotiating Services Contracts

Course Number:	GI 162	Dates:	Nov. 19, 2003	March 16, 2004
Length:	1 Day			
Cost:	\$110.00			
Eligibility:	All			
Competency:	IA			



Prerequisite: It is recommended that participants attend the Services Contracting course prior to attending this course.

This course is intended for state employees who negotiate services contracts. It is designed to help participants organize a negotiation team, understand the role of the negotiation team, identify needed data, develop incentive clauses, and finalize the contract. Topics include:

- various negotiation strategies
- hidden costs and how to find them
- "must haves" for the final contract
- contract compliance

Overview of State Government Finances

Course Number:	MC 311	Dates:	To Be Arranged
Length:	1 Day		
Cost:	\$30.00		
Eligibility:	All		
Competency:	IA		

This course improves participants' understanding of the State of Iowa's budget and accounting system. It teaches the state's financial procedures and the processes involved in estimating and appropriating state monies. Topics include:

- methods for estimating revenue
- budgeting: the review and approval process
- the state's accounting system
- how to track appropriations
- the use of Generally Accepted Accounting Principles (GAAP)

Professional Development

Preventing Sexual Harassment for Employees

Course Number:	GI 052	Dates:	Oct. 2, 2003 a.m. May 4, 2004 a.m.
Length:	3 Hours		Dec. 4, 2003 a.m.
Cost:	\$35.00		
Eligibility:	All		
Competency:	OA		

Everyone loses when sexual harassment occurs. It lowers morale, hurts working relationships, creates resentment, and lessens an organization's ability to function well. All employees have the right to work in an environment free of harassment. This course discusses:

- what constitutes sexual harassment in the workplace
- your rights as an employee
- the legal consequences of harassing a coworker
- how to appropriately confront harassing behavior on the job

Project Management

Course Number:	PT 103	Dates:	Sept. 23-24, 2003 Feb. 10-11, 2004
Length:	2 Days		
Cost:	\$180.00		
Eligibility:	EMSP		
Competency:	PM		



This two-day course instills effective, repeatable project-management techniques in people of various experience levels. The interactive format includes practice projects, including one for the initial exercises and one for the audit analysis wrap-up. Increase the odds of delivering projects on time and under budget. Learn ways to:

- define a project and its scope
- develop time and cost estimates
- create a schedule
- identify ways to shorten the project
- identify and manage risks
- organize and document project information
- track progress and make adjustments
- develop a system for managing changes to a project

Services Contracting

Course Number:	GI 146	Dates:	Oct. 14, 2003 Apr. 6, 2004
Length:	1 Day		
Cost:	\$20.00		
Eligibility:	All		
Competency:	IA		



This course is for agency representatives involved in the development, award, or management of services contracts. Service means work performed for an agency or for its clients by a service provider. If you write RFPs, evaluate bids, process documents, or author or manage contracts, you will want to attend this class.

Surviving Change

Course Number:	GI 163	Dates:	Oct. 1, 2003 Feb. 26, 2004
Length:	1 Day		
Cost:	\$110.00		
Eligibility:	All		
Competency:	IS		



Make change work for you by attending this exciting course. Learn how to put changes in perspective, explore why people react to change in different ways, and strategies to make change work for both you and the organization. Topics include:

- understanding the process of change and transition
- exploring factors that inhibit and enable effective change
- evaluating the environment to assist in change management
- creating an individual action plan to help increase productivity

Competencies:
IS=Interpersonal Skills
ED=Employee Development
IA=Information Analysis
CF=Customer Focus
OA=Organizational Awareness and Development
PM=Process Management
(See Pages 5-7 for more information)

Professional Development

Training of Trainers

Course Number:	GI 017	Dates:	Dec. 2-3, 2003	June 15-16, 2004
Length:	2 Days			
Cost:	\$170.00			
Eligibility:	EMSP			
Competency:	IS			

This interactive, hands-on course will help participants discover the skills and techniques needed to effectively develop and deliver training to the adult learner. If you do any type of training or presenting (or would like to), this is the course for you! Topics will include:

- establishing a comfortable learning environment
- adult learner characteristics and learning styles
- presentation techniques
- developing participant-centered training and activities
- handling difficult participants

Violence-Free Workplace

Length:	Varies
Cost:	Free
Eligibility:	All
Competency:	ED



Lately, it seems we can't avoid hearing, seeing, or reading about incidents of aggression or hostility. Violence has infected every aspect of our lives – in homes, schools, and, increasingly, in the workplace. This course is designed to assist agencies identify and deal with violence. Topics include:

- reading the environment to increase safety awareness
- recognizing when a situation is getting out of control
- strategies for dealing with difficult people
- utilizing communication and conflict skills to de-escalate a situation, in person or over the phone
- when and how to get help

If you are interested in scheduling a session for your agency, please contact the Iowa State Patrol at (515) 281-3879. They will work with your agency to assess the specific issues in your workplace.

Workplace Behavior: Preventing Discrimination (Employee Version)

Course Number:	GI 137	Date:	Dec. 17, 2003 a.m.
Length:	3 Hours		
Cost:	\$35.00		
Eligibility:	All		
Competency:	OA		

This course is designed to help employees identify and become aware of acceptable and unacceptable conduct in the workplace. It is also a review of the State of Iowa's Equal Opportunity, Affirmative Action, and Anti-Discrimination Policy. Topics include:

- how to identify discriminatory communications and behaviors in the workplace
- the legal consequences of unlawful communications and behaviors
- how to promote a positive and harassment-free workplace
- what your rights are if you are a victim
- the role of the employee in prevention

Professional Development

Accountable Government Act (AGA)



On June 1, 2001, Governor Tom Vilsack signed the AGA into law. The AGA institutionalizes many components of Iowa's existing governance system and brings the legislative and executive branches together around a common focus on – and framework for – results. The AGA requires Iowa state government to adopt strategic planning, annual performance planning, performance measurement, results-based budgeting, performance reporting, performance audits, and return on investment.

The following courses are offered to assist state departments learn about and implement the AGA.

Agency Performance Planning

Course Number:	AC 002	Dates:	To Be Arranged
Length:	4 Hours		
Cost:	\$20.00		
Eligibility:	All		
Competency:	OA and PM		



Performance planning can increase effectiveness of agency operations. Find out how in this seminar. Enrollment by department teams is encouraged. Topics include:

- how performance planning relates to the other AGA components
- the key components of the AGA
- the benefits of agency performance planning
- determining whom to involve in performance planning
- how to monitor progress towards achieving desired results

Measurement

Course Number:	AC 003	Dates:	Aug. 14, 2003 a.m. Mar. 4, 2004 a.m.
Length:	4 Hours		Nov. 6, 2003 a.m.
Cost:	\$20.00		
Eligibility:	All		
Competency:	OA and PM		



How do you know when you've accomplished the goals you've set? By using measures. Widen your knowledge of measurement and learn why it's critical to develop measures for state programs. This class will also explain how to develop measures, when to use different types of measures, and how to identify the key measures needed. Enrollment by department teams is encouraged.

Strategic Planning

Course Number:	AC 001	Dates:	To Be Arranged
Length:	1 ½ Hours		
Cost:	\$20.00		
Eligibility:	All		
Competency:	OA and PM		



In this seminar, you will learn what strategic planning is and how it fits into the Accountable Government Act (AGA). Also covered:

- the concept of alignment and how it relates to strategic planning
- the key components and steps involved in developing a strategic plan
- the benefits of strategic planning

Professional Development Quality in Rulemaking Academy



The Quality in Rulemaking Academy is intended for those employees who work with Administrative Rules. The Academy is made up of nine courses. Instructors for these courses are practitioners and local experts in the topics.

It is recommended that participants attend "Introduction to Administrative Law" and "Statutory Construction and Legal Drafting" as prerequisites for the other courses.

Contested Cases

Course Number: RM 008
Length: 2 Hours
Cost: \$20.00
Eligibility: All
Competency: IA

Dates: Nov. 13, 2003 a.m. Mar. 12, 2004 a.m.



How does the State fine a nursing home? How does a doctor lose his license if he has a drug problem? Why is the Department of Transportation taking my driver's license?

These are all examples of a state agency taking action against a person or company. Whenever an agency takes an action, that action can be appealed. The result of an appeal is a contested case or administrative hearing before an administrative law judge. In this class, participants will learn about how agencies take action, what can be appealed, how the appeal is heard, and what happens after the appeal is decided.

Electronic Code Research

Course Number: RM 005
Length: 2 Hours
Cost: \$20.00
Eligibility: All
Competency: IA

Dates: Oct. 30, 2003 a.m. Jan. 30, 2004 a.m.
Apr. 30, 2004 a.m.



The General Assembly publishes legal provisions produced by all three branches of government, including:

- the Iowa Acts and the Iowa Code and Code Supplement
- the Iowa Administrative Bulletin and the Iowa Administrative Code
- the Iowa Court Rules

This class is designed to teach the casual researcher how to access these publications in an electronic format. The researcher will be immediately able to use robust programming features to search and retrieve, copy, and print provisions of these legal publications.

Ethics for the Rule Maker

Course Number: RM 009
Length: 1 ½ Hours
Cost: \$20.00
Eligibility: All
Competency: IA

Dates: Oct. 17, 2003 a.m. Jan. 13, 2004 a.m.
May 11, 2004 a.m.



This session covers the ethics laws in Iowa Code chapter 68B and how those laws apply to agency rule makers. Relevant advisory opinions and administrative rules by the Iowa Ethics and Campaign Disclosure Board will also be discussed.

Professional Development Quality in Rulemaking Academy

Executive Orders Relating to Rulemaking

Course Number:	RM 006	Dates:	To Be Arranged
Length:	2 Hours		
Cost:	\$20.00		
Eligibility:	All		
Competency:	IA		



In this course, learn the impact of executive orders 8-11 on the rulemaking process.

Introduction to Administrative Law

Course Number:	RM 001	Dates:	Sept. 9, 2003 a.m. Mar. 9, 2004 p.m.
Length:	2 Hours		Dec. 9, 2003 a.m.
Cost:	\$20.00		
Eligibility:	All		
Competency:	IA		



This session will introduce the audience to the concept that the operation of government has its own body of law – administrative law. Also covered is how the Administrative Procedures Act fits within the administrative law umbrella, an overview of the major aspects of the Administrative Procedures Act, and how it affects agency policy making.

Judicial Rule Review

Course Number:	RM 007	Dates:	Nov. 20, 2003 p.m.
Length:	2 Hours		
Cost:	\$20.00		
Eligibility:	All		
Competency:	IA		



This course looks at the role of the courts in hearing challenges to state agency decisions, including rulemaking. The judiciary is empowered to overturn an agency rule if an agency makes a mistake in the procedure it follows in adopting a rule or if it makes a mistake in terms of the substance of the rule itself. Attendees will learn the 14 mistakes that agencies commonly make in rulemaking which justify the courts overturning their rules. This session will also consider other legal issues related to rules including petitions for declaratory orders, contested cases, and ethics.

The Rulemaking Process

Course Number:	RM 004	Dates:	Sept. 30, 2003 p.m. Apr. 30, 2004 a.m.
Length:	2 Hours		Dec. 15, 2003 a.m.
Cost:	\$20.00		
Eligibility:	All		
Competency:	IA		



This course concentrates on the rulemaking segment of the Administrative Procedures Act. It will define the term “administrative rule,” outline the process to formally implement a rule, and detail the role of public, gubernatorial, and legislative input in shaping that policy.

Competencies:

IS=Interpersonal Skills

ED=Employee Development

IA=Information Analysis

CF=Customer Focus

OA=Organizational Awareness and Development

PM=Process Management

(See Pages 5-7 for more information)

Professional Development Quality in Rulemaking Academy

Rule Writing Style

Course Number: RM 003
Length: 2 Hours
Cost: \$20.00
Eligibility: All
Competency: IA

Dates: Sept. 25, 2003 a.m. Jan. 15, 2004 a.m.
Oct. 23, 2003 p.m.



This course will focus on style guidelines for the three parts of a rulemaking document: the preamble, the item statements, and the rule language, and will include hands-on practice in identifying ways to improve sentence structure and word selection. In addition to style guidelines, the course will address questions related to procedures and formatting.

Statutory Construction and Legal Drafting

Course Number: RM 002
Length: 1 Hour
Cost: \$20.00
Eligibility: All
Competency: IA

Dates: Sept. 16, 2003 p.m. Jan. 8, 2004 p.m.
Oct. 16, 2003 p.m.



This section will cover the tools used to read a statute and determine its meaning. It will also provide an introduction to the concept of drafting code language.

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